

TRANSLOG



May/June 2002

Support to Afghanistan *6-10*

**MTMC's new
Operations Center:
Right on track *14-18***

**Slow season ahead for
Summer Surge 2002 *26-27***





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C o n t e n t s

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"... Thousands of miles of land and some of the most forbidding territory in the world ..."

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Growth and creativity



An interview with MTMC's Commanding General

Q. How has the MTMC Operations Center grown and evolved in the current War on Terrorism?

A. It was last year at this time that we decided to centralize MTMC operations at Fort Eustis, to establish the position of Deputy Commanding General, and to subordinate Groups to the DCG. Our original plan was to implement changes by June 03, standing down the former Deployment Support Command in November 01. We are still keeping with that timeline. Events of September 11th, however, propelled us forward at a faster pace. Immediately following that day, we accelerated the transfer of operations responsibilities, to include end-to-end management of force and sustainment movements. It was a hugely successful shift in the way we do business. A month after September 11th, we activated hundreds of reservists to assist in the escorting of special commodity shipments and to increase force protection at important ports. All that was coordinated by our emerging Operations Center. A few months later, we stood up the 597th at Sunny Point as a Group and subordinated CONUS battalions to it; we then transferred command and control of that Group and the 598th and 599th overseas Groups to the DCG, providing much-needed, end-to-end control of MTMC forces worldwide into the Operations Center. Meanwhile, as all this was under way, our work force and contractors were emplacing data feeds and displays and workstations to control movements in the Operations Center building at Fort Eustis. We have made remarkable progress in a very short period of time. The Operations Center has collaborated with industry to produce multi-modal shipment solutions through Russia and Pakistan to support the continuing war in Afghanistan. They routinely coordinate with the combatant commanders to provide best solutions. Today, with the great assistance of the TEA-produced Intelligent Road Rail Information Server, the MTMC Operations Center is tracking the movement of cargo using real-time data feeds. And as you may know, several senior managers from our Headquarters in Alexandria have accepted positions in the new Operations Center and have moved there. Placement of other employees will start shortly. In short, another remarkable success story is in the making. It hasn't been easy at all times, but it has been very effective.

Q. You have talked about the creativity of MTMC and industry in working together on surface transportation shipments to Southwest Asia. What aspects of this process impressed you the most?

A. Well, I never imagined that I would be involved in shipping cargo through Russia in support of military operations in a place like Afghanistan. In the mid-80's, I spent much time planning for possible military moves into the Soviet Union in the pretext of two



Major General Kenneth L. Privratsky
Commander
Military Traffic Management Command

super powers slugging it out. Here we are today partnering with a former enemy to fight the War on Terrorism. That in itself is quite a statement, I think. What continues to impress me, though, is the extent to which our commercial partners are making this happen. We in the military have a tendency to think we have to be involved in everything. We are shipping cargo into Afghanistan today, end-to-end, by leveraging commercial capabilities and with no military intervention en route. What I'm telling you is that our industry partners are delivering containers from origins in the United States to destinations in Afghanistan totally through their commercial system. Every now and then we hear people questioning the viability of contractors on the battlefield. The next time you hear that think about our industry partners putting supplies on the steps of warfighters inside the war zone. It's impressive. I am very proud of our partnerships with industry that enable such new things to happen.

Q. As MTMC continues streamlining, there is some anxiety for employees. What advice can you give?

A. I would encourage employees to have confidence that MTMC will work its best to take care of them if they are the ones affected by reorganization initiatives. In the past two years, we have turned back more than 500 spaces to the Army, and we have adversely affected only two people. The battalion commander who owned those two people says we didn't affect them, either because they simply didn't care about working with us, or because they wanted to find other employment opportunities. I don't know of another example anywhere where an organization has taken care of people so well while implementing change. MTMC has a proven track record of taking care of its employees while changing for the future. This command will do everything possible to take care of people. I would also like to tell employees that we have many heroes in PAL who have produced this success story of taking care of people. Take time to thank them!

Q. In your travel to MTMC terminal units, what are some of your observations and impressions?

A. In the past several months I have visited MTMC units operating in Italy, Greece, Turkey, the Azores, Thailand, and Korea. I am always impressed by the professionalism of the MTMC work force, both military and civilian. It doesn't matter where I go; I come away grateful to be part of such a fine organization. MTMC is a great place to be. I see evidence of that everywhere.

Q. You recently provided the introduction for the opening of the presolicitation conference for the Surface Transportation Management System. How will this system benefit MTMC?

A. The Surface Transportation Management System, nicknamed STMS, is probably the most important acquisition action we have under way. Over the years, we have developed a series of software systems that have met our needs. Unfortunately, they don't interface with each other well. The purpose of STMS is to integrate two of our important systems—the Integrated Booking System, which drives most of our international shipments, and the Global Freight Management System, which drives domestic shipments. We are now in the process of acquiring a systems integrator to merge those two systems using commercial off-the-shelf (COTS) software with a demonstrated track record of success in the commercial market place. This will provide us a system for managing transportation end to end, a capability that we have never had in a single system. We will adjust some of our processes, if necessary, to accommodate features of the adopted COTS product. We will become far better traffic managers with such a system, and we will be able to provide much-improved support to combatant commanders worldwide. It just so happens that STMS will save us nearly \$100 million over the next decade, too. That's gravy, which makes it even better. 

Surface shipments sustain troops in Afghanistan

MTMC's surface transportation movements to Southwest Asia by railroad and road cross thousands of miles of land and some of the most forbidding territory in the world.

Some shipments travel by ocean carrier to Bremerhaven, Germany, and follow a multi-week journey by railroad to Uzbekistan. Other shipments arrive at Pakistani ports and move by truck to American troop destinations in the region. Even to MTMC transportation planners, the movements are obscured by time zones, unfamiliar languages, rugged terrain and howling blizzards.

A unique view of the MTMC supply chain movements is provided by Maj.

David Cintron, the former Executive Officer of the 832nd Transportation Battalion, Fort Buchanan, Puerto Rico, from January 1998 to July 2000. Cintron now serves as Team Chief of the 164th Transportation Contract Supervision Detachment, located at Karshi Khanabad (nicknamed K2 by American troops) Airbase.

When MTMC surface shipments reach destinations in Uzbekistan and Karshi Khanabad by rail, road or aircraft, contracted private trucks managed by Cintron's unit redistributes the supplies to American and allied troops in Afghanistan, completing the supply chain.

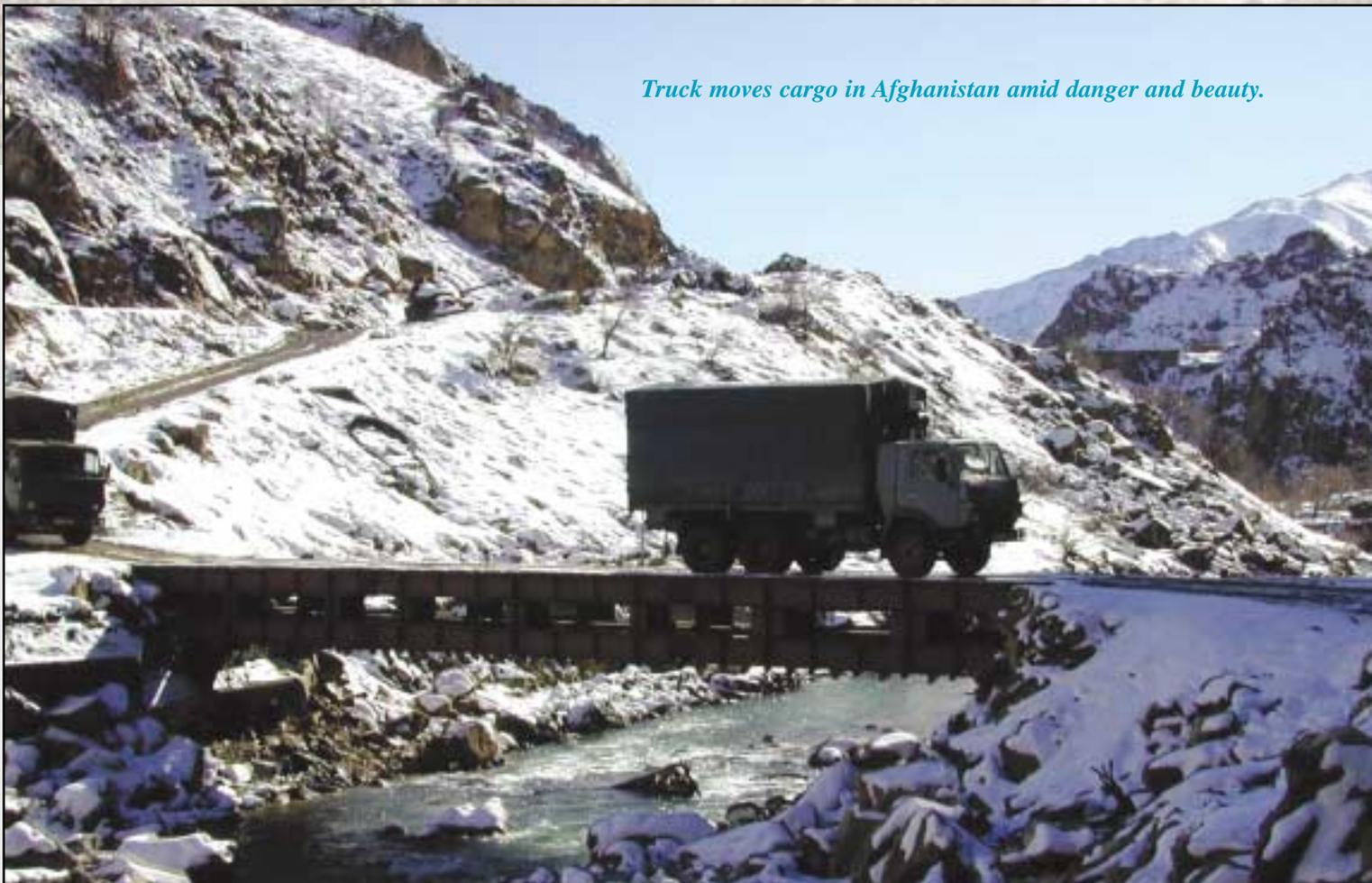
"We move tons of supplies," said

Cintron. "What started as a means of relieving pressure on the overburdened airframes has turned into a major transportation endeavor, totaling nearly 700 truck movements. The use of civilian trucks has freed the airframes, allowing them to move high priority, sensitive and perishable cargo.

"Continued work with the contracting officer, customers and our contracted transportation companies will enable us to keep on moving much-needed cargo. We will continue to expand our capabilities to ensure mission accomplishment."

Primarily, the sustainment supplies are shipped to Mazar-E-Shariff, Bagram, and occasionally, Kandahar, in support of Operation Enduring Freedom.

Truck moves cargo in Afghanistan amid danger and beauty.





Left: Transportation challenges have been overcome by 1st Lt. Emilio Rodriguez and a team of veteran NCOs. Right: Intermodal in Afghanistan - pallet of supplies comes out of contract truck.

Cintron's contract detachment works with the 507th Logistics Task Force. Among other duties, the soldiers order vehicles, coordinate passes, document cargo, escort trucks and assist customers.

Surface transportation in Afghanistan began Dec. 26, when contract trucks moved sustainment supplies from Karshi Khanabad to Mazar-E-Shariff. The team contracted for local 20-ton Super Kamas trucks for their size and capacity.

"The road network through Uzbekistan and the northern portion of Afghanistan is good enough to support that type of vehicle," said Cintron. "We did not encounter any limiting factors, like bad

road surface conditions or bridge limitations, throughout the 400-kilometer route."

The wintertime road movements were a quick orientation for Cintron's soldiers. At times, the route climbs to an elevation of 6,000 feet. Snowdrifts have blocked tunnel entrances and covered roads.

"The weather only delayed three movements due to impassable roads," said Cintron. "We managed a total of 38 vehicle movements in support of troops stationed in Mazar-E-Shariff in our first month."

With sustainment supplies moving to Mazar-E-Shariff, Cintron's team began planning for surface shipments to Bagram. Shipments were already moving on the first 400 kilometers of highway; it was the last 450 kilome-



Maj. David Cintron (right) and Staff Sgt. Christopher Fromm discuss surface movements in Afghanistan.

ters that proved to be the challenge.

"We looked at the tunnels, bridges, road conditions and weather throughout the second portion of the route, and especially through the Salang Pass, which reaches heights of 14,000 feet," said Cintron. "From this information, we worked with two trucking companies with the assets we needed to move the



High in the mountains, Afghanistan vehicular traffic inches through massive snowdrifts.

cargo. We knew that the road, tunnel and bridge damage due to years of fighting and the weather posed big challenges.”

The transporters found that large, heavy trucks would not be able to perform the mission because of limited bridge capacity on the route.

“We settled on the 10-ton Kamas trucks, which are easily found in the region and can carry a good payload,” said Cintron. “It was then that we decided to send two trucks on the route Jan. 29 to test the conditions.

“The first run turned out better than we could have imagined. The two trucks were down in Bagram in 40 hours. They had no problems crossing the Friendship Bridge, and stayed one step ahead of a blizzard.”

With the road movement a success, the transporters sent a second convoy of 10 trucks. As of mid-April, the team has sent 600 contracted truck moves to Bagram, carrying approximately 4,200 short tons of cargo.

The truck run of 850 kilometers takes an average of seven days.

“We’ve also encountered numerous obstacles along the way—delayed bridge crossings, avalanches, flooded tunnels, one-way traffic alternating daily, administrative delays,” said Cintron. “However, we continue to move forward.”

The next big expansion of the supply chain will be to Kandahar, said Cintron.

“Honestly, that’s been the toughest to crack,” said Cintron. “The distance of 1,500 kilometers over some of the worst roads in the world makes it undesirable.



MTMC cargo moves are challenged by antiquated or destroyed transportation infrastructure.

We’ve tried approaching Kandahar from the east and the west.

“The only real success we had was a

twelve-day transit over the Salang Pass, through Kabul and into Kandahar. Our first attempt from the west proved difficult—due to almost non-existent roads on parts of the route.

Thankfully, the volume of cargo has been light, and we’ve only had to send out five trucks.”

Cintron credits the success of his teams to 1st Lt. Emilio Rodriguez and a cadre of veteran noncommissioned officers: Sgt. 1st Class Johnny Blackett, Sgt. Tamara Dennis, Staff Sgt. Christopher Fromm, Sgt. Philip Ajoko, and Spc. Christopher Delzell.

Additional support has come from Maj. Marvin Jennings, the contracting officer of the Coalition Forces Land Component Command.

“They ensured that the trucks were on time and documentation was accurate,” said Cintron. (A)



MTMC cargo travels over rugged roads to reach customers. Some of this material was shipped by railroad from Bremerhaven.

MTMC assignment up front: Canadian officer spurs shipments to his mates in Afghanistan

For Maj. Serge Pelletier, it was only a short drive from MTMC Headquarters in Alexandria, Va., to Dover Air Force Base, Del.

Two hours after he drove away from his job at MTMC's Joint Traffic Management Office to a new assignment at the U.S. Air Force Base, Pelletier found himself on the cutting edge of the global logistical effort supporting the War on Terrorism.

Since Pelletier left MTMC on Feb. 26, and drove across the springtime land of Maryland and Delaware, the exchange officer has carved out a piece of history in a massive joint logistical effort between the United States and Canada. He has led a small team of soldiers supplying Canadian troops in Kandahar, Afghanistan.

For the first time, Canadians are using the Canada-United States Integrated Lines of Communication Agreement. The agreement provides for the use of American planes and ships to provide the logistical support for Canadians involved in a joint military action with the United States military.

"This has truly been one of the most exciting assignments in my two decades in the Canadian military," said Pelletier. "It's a great feeling knowing that our team directly impacts the welfare of our troops at the front."

"We've been getting great support from the folks at the 436th Aerial Port Squadron and thanks to them we've been able to support our troops in Kandahar."

For the Canadian Army, Pelletier was a logical choice to command his country's four-member team.

As a captain during Operation Desert Storm in 1990, he served at MTMC's Eastern Area Command, in Bayonne, N.J. Later in his career in 2000, he was



Warrant Officer Mike Forrest (left), Sgt. George Lake, Cpl. Mick Toutant and Maj. Serge Pelletier discuss airflow from Dover Air Force Base, Dover, Del., to Canadian forces serving in Afghanistan. Photos by William Plate Jr., 436th Communications Squadron.

reassigned to MTMC's Headquarters, in Alexandria, Va.

"I know the American acronyms and process," said Pelletier. "I can translate the Canadian requirements into something that the U.S. Air Force can understand."

The team's work represents "a complete success story," said Lt. Col. Michael Bergeron, Logistics Chief of the Canadian Forces Joint Task Force South West Asia, co-located with the U.S. Central Command, MacDill Air Force Base, Fla.

"They were able to get material moving on American planes to the Arabian Gulf area and Afghanistan within two weeks of hitting the ground," said Bergeron. "That is quite a feat considering the steep learning curve they were facing and considering it had never been done before."

Originally designed to support a NATO conflict in Europe, the agreement's mandate was widened after the Gulf War to cover any operation in which both countries participate anywhere in the world.

"The agreement is unique," said Lt. Col. Jean-Pierre Pichette, Canada's senior representative to the agreement, who is currently serving at the U.S. Transportation Command, Scott Air Force Base, Ill. "It is a bilateral agreement between two partner nations which, when activated, blends the entire North American transportation infrastructure and resources into a single system."

This is also Pichette's second tour as a Canada-United States Integrated Lines of Communication Agreement officer. He worked with the agreement in the mid-1980s while assigned in Ramstein, Germany, with the U.S. Air Force Europe.

"It is activated by mutual consent," said Pichette. "It was activated for the very first time on December 5, 2001. We are now reaping the benefits of the more than 20 years we have invested in the agreement moving a steady flow of cargo to support our troops half way around the world. We are making logistics history and are setting the way for the future."

There is a key difference between the agreement and the Cooperative Airlift

Agreement, said Maj. Sylvain Turbide, a Canadian officer assigned to the Air Mobility Command.

"Under the Canada-United States Integrated Lines of Communication Agreement, Canada can ship cargo on American planes according to its priority," said Turbide. "The cargo moves according to its priority, so the highest priority cargo leaves on the next plane—the country of ownership of the cargo and the aircraft do

area of operation back to North America."

Currently, there are three American flights from Dover Air Force Base to the Arabian Gulf Region where the Canadian logistics group supporting its troops in Kandahar is located. The flights represent an air bridge for Canadian forces, said members of Pelletier's team.

"We have been shipping material on every flight since March 19," said Warrant



Cpl. Mick Toutant (left), Warrant Officer Mike Forrest, Maj. Serge Pelletier and Sgt. George Lake discuss airflow from Dover Air Force Base, Dover, Del., to Canadian forces serving in Afghanistan.

not come into play at all."

The Cooperative Airlift Agreement only allows shipment on a space available basis.

The Canada-United States Integrated Lines of Communication Agreement enables Canada to take advantage of the vast American transportation resources to better support our troops deployed on operations, said Pichette.

The agreement is not only for the movement of freight, said Maj. Phyllis O'Grady, a Canadian officer assigned to the Command Surgeon's Office at U.S. Transportation Command.

"There is a health care side to it," said O'Grady. "It can also be used to transport our sick or injured troops from the

Officer Mike Forrest, of 1 Air Movements Squadron, Winnipeg, Canada.

"The cargo destined for the Arabian Gulf region is shipped to us from Montreal," said Sgt. George Lake, a loadmaster with 435 Transport & Rescue Squadron, Winnipeg, Canada.

"Then we input it into the American system."

The fourth member of the team, Cpl. Mick Toutant, of 1 Air Movements Squadron, agreed on the high quality of American cooperation.

"The folks here have been extremely friendly and have taught us to use the American Air Forces system," said Toutant.

"We make a great team!" 🇨🇦

Record LMSR load sails from Charleston

By Don Dees
Public Affairs Specialist
MTMC Headquarters

The Military Traffic Management Command has loaded a record amount of cargo on a U.S. Navy Large, Medium-Speed Roll-on/Roll-off ship.

MTMC's 841st Transportation Battalion loaded 1,740 individual pieces of equipment, totaling 347,593 square feet, aboard the USNS Dahl, at the Charleston Naval Weapons Station, Charleston, S.C. The vessel sailed for its duty posting in the Indian Ocean on April 14.

"As far as we know, that's more than anyone has ever put on a Large, Medium-Speed, Roll-on/Roll-Off Ship," said Lt. Col. Kent Selby, 841st

The USNS Dahl at Wharf Alpha at Charleston Naval Weapons Station, Charleston, S.C.



Clark Chambers, the Chief of Cargo Operations, reviews stow plans.

Commander. "I've got the best people in the world down there doing this for me."

The next-largest load executed by the 841st covered 296,095 square feet and was also loaded on the Dahl in March 2000.

To stow that much equipment, the 841st had to exercise some creativity, said Clark Chambers, 841st Chief, Cargo Operations Officer.

"Our people had to use imagination and innovation to get the pieces in according to the stow plan," said Chambers.

Standard stow plans for a Large, Medium-Speed, Roll-on/Roll-Off Ship attempt to use 75 percent of the available space, said Craig Messervy, a Marine Cargo Specialist with the 841st. Messervy's stow plan for the vessel used about 78 percent of the Dahl's cargo capacity. To fit the load, Messervy employed a nesting principle.

"We put loads on trailers to reduce the

footprint," said Messervy.

The trailers were from 76 heavy equipment transport systems. Large, Medium-Speed, Roll-on/Roll-Off Ships normally carry 48 to 52 of these tractor-trailers, said Chambers. Messervy's solution reduced the load's footprint to 306,933 square feet.

The size of the load and the training opportunities it provided prompted the 841st to solicit help from elsewhere, said Chambers. Transporters from other MTMC terminal units also lent support for the mission, said Chambers. They included documentation specialists and marine cargo specialists from the 838th Transportation Battalion, Rotterdam, the Netherlands; the 956th Transportation Co., Fort Monmouth, N.J.; and the 951st Transportation Co., Ipswich, United Kingdom. Additional support came from Army Reserve transporters of the

See "LMSR load," pg. 51

Record load ends legendary longshoreman's career

The record-making load on the USNS Dahl closed a chapter in the local lore of longshoremen in the Charleston, S.C., area.

Harry Palmer has stowed his last load. "If there were a picture of a longshoreman in the dictionary, it would be Palmer," said Roger Haines, of Stevens Shipping and Terminal Co., a stevedoring contractor used by MTMC for many of its Charleston missions.

Palmer has been a fixture at the docks of Charleston Naval Weapons Station as long as anyone can remember—and Palmer will not tell.

Palmer does not say much. In fact, he even declined an opportunity to be interviewed by TRANSLOG.

"He doesn't do interviews," said Haines.

Palmer is even too shy to have his photo taken.

So, how long has Palmer been a longshoreman?

"Forever," said Haines. "I've been here 23 years, and he was already around when I got here."

People speak of Palmer in an almost reverent tone.

"See, he makes it look easy," remarked Clark

Chambers, Chief of Cargo Operations for the 841st Transportation Battalion, while watching Palmer direct a heavy equipment transport system into a nook below deck on the Dahl.

Palmer is one of the examples of expert labor needed to make the accomplishment of MTMC's mission possible. MTMC transporters have relied upon Palmer to verify plans, said Chambers.

There were occasional software stowing glitches in the early days of the Integrated Computer Deployment System, said Craig Messervy, a Stow Planner and Marine Cargo Specialist with the 841st.

"When we generated a stow plan, we'd show it to Harry, and if he said it looked OK, we knew we had a good plan."

Don Dees
Public Affairs Specialist
MTMC Headquarters

During his final mission, Chambers introduced him to Lt. Col. Kent Selby, 841st Commander.

"He nearly broke my hand," said Selby,



Soon-to-retire longshoreman Harry Palmer straps in a vehicle aboard the USNS Dahl during a record-breaking load April 12 at Charleston, S.C.

"He [Palmer] loves his work," said Haines. "This is about the only place left that does the 'old-style' stevedore work. Other places just do box work."

Stowing containers on ships doesn't provide the challenge Palmer enjoys, said Haines. "You just stow the containers on the blocked-out footprints—no creativity."

Palmer makes a lasting impression.

of Palmer's firm handshake.

Palmer will be missed, said Chambers. But there is a promise for the future.

"He's preparing the next generation," said Chambers, as he pointed out a young longshoreman working nearby.

Chambers was talking about Harry's son, Kevin Palmer, who also works for Stevens Shipping & Terminal Co. 

ICODES

Good loadout begins with the stow planning

Some of the most important steps in achieving the record loadout of the USNS Dahl took place before the ship even arrived: Documentation and stow planning.

The work began with MTMC's automated stowing system: the Integrated Computer Deployment System. The software translated the data it received into a map of the ship, annotating where each piece of cargo was to be placed. The data was the key to accurate documentation.

Loading the Dahl, the 841st encountered some bad data, said Craig Messervy, Marine Cargo Specialist. The errors referenced 76 giant tractor-trailer sets—24 to 28 more than these vessels normally carry.

"The vehicles were actually four-inches wider than represented in the database, so that presented a challenge," said Messervy. "That's been resolved at the Transportation Engineering Agency and they've already issued the new information to the field.

"It doesn't matter if you get the ship all loaded and under way if no one knows where anything is when it arrives on the other side," said Clark Chambers, Chief, Cargo Operations. "When it comes to documentation, we are looking for the 100 percent solution."



Stowing specialist Craig Messervy had to create a new icon in MTMC's stowing software for the Army's new container handler.

Don Dees
Public Affairs Specialist
MTMC Headquarters

Finding and correcting any errors in the database can be labor intensive, said Al Alton, the Chief of Documentation at the 841st.

"Sometimes the data isn't correct," said Alton, "We go measure it so we can be sure it's right."

The legwork fixes any problems in the stow plan, said Alton.

"It prevents Craig (Messervy) from trying to stick a 300-inch piece into a 100-inch hole," said Alton.

It is not as simple as sticking cargo in available space, said Messervy.

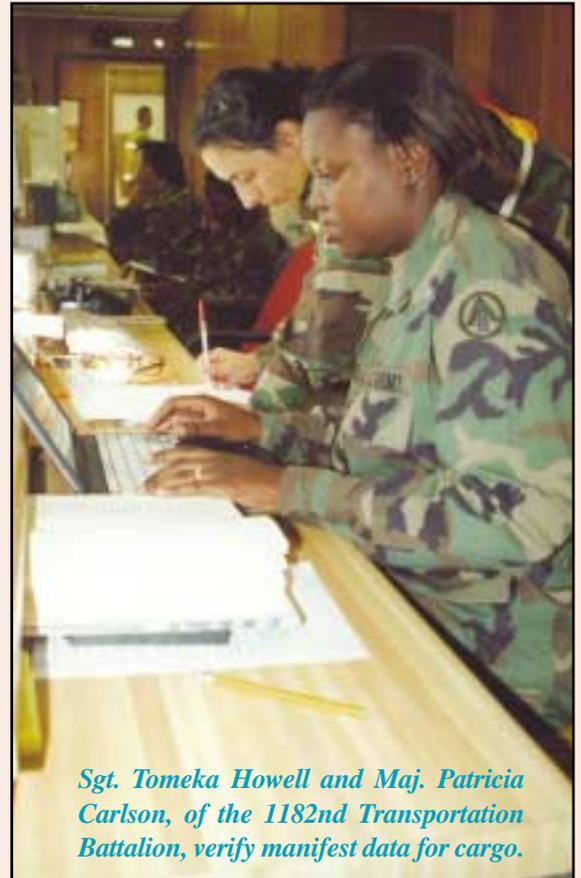
"We had to maintain segregation between classes of hazardous material, such as ammunition," said Messervy.

New equipment adds other problems to the documentation process. The data in the stow-planning software did not include the Army's brand-new container handling tractors—12 in all—that the 841st loaded onto the Dahl for the first time, said Messervy.

"He had to create a new 'sexy symbol,' as we call it," said Chambers.

The symbols indicated the size and shape of the equipment to be stowed on the ship.

"By customizing the template, I can better show how the pieces fit," said Messervy.



Sgt. Tomeka Howell and Maj. Patricia Carlson, of the 1182nd Transportation Battalion, verify manifest data for cargo.

With a solid stow plan finalized, the burden fell on the stevedore contractor to manage the load through the longshoremen, said Chambers.

"We do have some of the best labor on the East Coast," said Messervy.

Longshoremen were assisted by soldiers from the 1182nd Transportation Battalion, an Army Reserve unit from Charleston, S.C.

Soldiers on the ship draw what they see, and then each piece is scanned, said Capt. Tracey Williams, an 1182nd transportation officer who recorded the changes into the stow-planning software.

See "Stow planning," pg. 49

Single, worldwide center directs MTMC operations

By Corenthia Libby
Public Affairs Specialist
MTMC HQ Alexandria

The biggest organizational change in the history of Military Traffic Management Command has produced a sweeping change in the work and mission of MTMC Fort Eustis.

MTMC's worldwide Operations Center is now functioning from MTMC Fort Eustis. Originally scheduled to take place in early November, the assimilation of the operations mission at MTMC Fort Eustis was accelerated by the Sept 11 terrorist attacks, said Brig. Gen. Barbara Doornink, MTMC Deputy Commanding General and Director of Operations. Formerly, operations were directed from the MTMC Headquarters, Alexandria, Va., location.

"It's propelled us at a rate of speed we couldn't have imagined," said Doornink. "It is a challenge we must meet. I hold great confidence you will meet every challenge."

For the first time in nearly 40 years, MTMC no longer has a major subordi-



The command's worldwide operations are now conducted at MTMC Fort Eustis.

nate headquarters for its continental United States port terminal units. Instead, the command's Operations Center now is responsible for all MTMC movements, including command and control of both active and Reserve units. Non-operations missions are still performed at MTMC Alexandria.

"We're the instrument for command and control," said Col. Dennis Faver, Director, Deployment Operations. "The Command Operations Center is the single point of entry into MTMC operations."

While the transition continues through June 2003, the Operations Center at MTMC Fort Eustis is in full operation. Formerly, the MTMC Fort Eustis location was responsible for command and control of MTMC terminal units in the United States and Puerto Rico.

Training remains a big challenge for the transition. Training topics include Recruit movements, vehicle accident procedures, customer service calls, flash messages, on-call personnel, and posting of the operations brief on the Web.

"The Fort Eustis Operations Center staff originally was focused on mission support, so they had to be trained on administrative responsibilities that go

along with being the sole 24-hour Operations Center," said Col. George Montgomery, Director, Program and Policy Directorate.

Maintaining and improving customer relations is a key goal of the transition effort, said Montgomery.

"Our primary focus and major challenge is to have our customers view the transition as a seamless process," said Montgomery. "First, the subordinate commands that used to work for the MTMC Commanding General and the Deputy Chief of Staff, Operations, in Alexandria, now report, operationally, to the Deputy Commanding General.

"Second, Fort Eustis personnel must establish themselves as the overall point of contact for an operation, instead of just the Continental U.S. point of contact," he said. "We had to establish coordination with subordinate command action officers and redirect informational items, such as situation reports and spot reports."

Customer relations is also the dominant theme for Lori Starke, Chief, Daily Operations East Team.

"The important factor remains: 'Focus on the customer,'" said Starke. "To overcome the obstacles, you have to practice



Col. David Smith, Chief, Command Operations Center, and Capt. Joshua Hirsch discuss an upcoming mission.

good communication skills at all levels, get input from the subject-matter experts, and include them in making the decisions for the changes.”

Transition efforts will focus on developing job descriptions for the new center, said Starke. Personnel from both MTMC Fort Eustis and MTMC Alexandria will staff the new center.

Identifying functions that will be transferred, and coordinating the hand-over, along with training in those functional areas, will be critical, said Col. David Smith, Chief, MTMC Operations Center.

“The challenge is to put together a functional organization with the right people in each job,” said Smith. “As part of this process, some will relocate to where the new positions are, and some will not. When transitioning from one location to another, you can lose a lot of your institutional knowledge.

“We have to build a team to encompass the new challenges, and remember to keep the mission first to ensure a successful transition.”

A big part of the mission is performed by the Plans, Readiness and Mobilization Directorate. The team led by Col. Gary Engel, Director, oversees 73 Reserve and Active component Wartrace units, as well as 314 individual Reserve soldiers who function as augmentees during a crisis or national emergency. Since the Sept. 11 attacks, 600 Reserve soldiers have been mobilized to support the command.

“It’s a high-energy, high-operational-tempo environment, in which everyone feels part of the team,” said Engel.

With this level of activity, the flow of information into Fort Eustis is critical for the entire command. As part of the transition, MTMC notified its customers of the reorganization, and new email addresses and phone numbers, and reprogrammed the Defense Message System.

“We redirected the Army Operations Center and U. S. Transportation Command Crisis Action Team to MTMC Fort Eustis. We used Defense Information Systems Agency to reprogram toll-free phone numbers for recruit and customer service calls to ring in the new Center,” said Montgomery. 

Ops Center Commander coordinates mission

The creation of MTMC’s first worldwide, global headquarters is the most singular organizational event in the command’s history.

It represents an epic change for a continental United States Army headquarters. Beginning Nov. 7, the new MTMC Operations Center, at Fort Eustis, Va., was suddenly responsible for the operation of a Major Army

development of MTMC re-engineering, said Doornink.

“We’ve streamlined,” said Doornink. “We understand the core process. The culmination of all this is the creation of the Operations Center.”

All three of MTMC’s geographic transportation groups report to the Operations Center. They include the 597th Transportation Group, Southport, N.C.; the 598th Transportation Group, Rotterdam, the Netherlands; and the 599th Transportation Group, Wheeler Army Air Field, Hawaii.

“We focus on providing support for Department of Defense core responsibilities,” said Doornink.

“A big challenge is aligning our work with commercial transportation practices,” she added.

“The commercial industry we work with, and its processes, have a great cultural history—rail, sea, road,” said Doornink. “Today commercial industry is achieving intermodal, door-to-door, end-to-end business development.

“Our commercial partners are breaking down barriers. It’s certainly time for us to do it.”

The Department of Defense needs better business practices, said Doornink.

“We own some very excellent processes developed over the years from commercial business models.”

For the near future, Doornink sees heavy emphasis on developing the permanent structure and training of the new Operations Center. The future will include continued emphasis on the use of Army Reserve troops in support of MTMC missions, said Doornink.

“They’re a great value,” said Doornink. “They are first class—we use them every day—and they’re a huge part of our success in providing quality transportation support to the Department of Defense.”



Brig. Gen. Barbara Doornink serves as Deputy Commanding General/Director of Operations.

Command with global responsibilities. This added responsibility came at the same time as challenges brought on by the War on Terrorism.

While the transitioning of MTMC’s Operations Center will continue through June 30, 2003, the headquarters is fully functional today.

The Operations Center is the vision and creation of Brig. Gen. Barbara Doornink, Deputy Commanding General/Director of Operations.

“The Operations Center provides the global look for MTMC,” said Doornink. “This is reflected in the way we are combatant-command focused in our work and thinking. It’s a great challenge.”

The new Operations Center is a logical 

Operations Center meets 21st-century CHALLENGES

Translating commanders' intentions into efficient, tailored surface transportation solutions is a critical objective for the MTMC Operations Center.

That is the mandate that Col. Dennis Faver, the Director of Deployment Operations at MTMC's Operations Center, at Fort Eustis, Va., works with every day.

"The combatant commanders need a single-touch button for supporting strategic maneuver from the fort to the fight," said Faver.

"That's the main focus of the Operations Center."

Faver first began assessing organizational designs to support MTMC's new global responsibilities before the Operations Center began work Oct. 7. With a wide breadth of missions, from full-theater war to peace-keeping missions, Faver sought to develop a flexible organization.

In the recent reorganization, he has implemented an operational battle staff focus. The center has teams divided into combatant commander support cells, which work around the clock, with a newly intensified customer focus.

"Our command is changing to meet the challenges of the 21st century," said Faver, during a recent briefing to Operations Center staffers.

"Our main goal is to strengthen our support to the combatant commanders. Each commander-oriented team integrates all our business lines and is redesigned to develop, coordinate and execute support of unit and strategic

requirements. We want to ensure seamless, coordinated, end-to-end operations."

The newly configured teams provide one-stop shopping for units deploying to any location around the globe, said Lori Starke, Operations Officer-in-Charge for the combatant commanders. The support includes the global distribution domestic and international arena, as well as a link

*By June M. Pagan
MTMC Operations Center*

said Doug Anderson, Assistant Director of Deployment Operations. "Our focus has to be customer driven. There are a lot of moving parts, and without all the gears going, we will not be effective. We need to communicate and partner with everyone in the MTMC family."

Faver says teams must support the execution requirements of combatant commanders in a timely and energetic manner.

"Our goal is to get in front of each requirement with a plan," said Faver.

"The Command Operations Center is the glue to hold it all together."

Starke has the same viewpoint.

"The transportation professionals on the combatant commanders' team staffs, paired with our industry partners, represent the foundation of the deployment process," said Starke.

The Center has become the vital, around-the-clock link to all MTMC customers, she said, including warfighters and sustaining agencies, such as the Defense Logistics Agency, the Army and Air Force Exchange Service, and the Defense Commissary Agency.

"We are open for business 24-seven-365," said Starke. "The MTMC Operations Center will continue to coordinate all surface movement requirements for Operation Enduring Freedom, as well as support a myriad of other requirements worldwide. That's our job. It's a process of continuous improvement." 



Key players in MTMC's Operations Center include: Henry Richardson (left), Lori Starke, Capt. Josh Hirsch, Maj. John Aube, Lt. Cmdr. James Flowers, Jan Danzy, and Cmdr. Delores Smith.

to terminals. Other aspects include Reserve assets, deliberate planning, intelligence, and force protection expertise.

"The teams have already initiated battlebooks, which include port characteristics, vessel schedules, unit contacts, and past lessons learned," said Starke. "It's all about supporting the customer."

For MTMC to make an impact, said Faver, the Operations Center must work in unison, developing timelines and after-action reviews based on what the team collectively managed—as well as integrating the customer's perspective.

"We cannot be business-line driven,"

REORGANIZATION

Displaced MTMC workers get full command support

While considerable change has taken place within the Military Traffic Management Command in recent years, impacted employees have benefited from a tremendous organizational support structure in both form and spirit. In fact, only two employees have been

Group's standardized port structures cut 316 employee authorizations—291 civilian and 25 military—from MTMC.

Employees affected by the reorganization initiatives retrained for other jobs, accepted other employment, or qualified for retirement.

“MTMC explored every avenue available to take care of its affected employ-

By Mike Bellafaire
Command Historian
MTMC Headquarters

move, the flag of the Deployment Support Command was simultaneously retired.

The strong support MTMC employees received in the earlier reorganizations will continue in the latest transition, said King.

“The command announced the streamlining early in order to offer employees the maximum opportunity to make necessary decisions,” said King. “Open communication between management and the employees has been critical to the streamlining success. We have presented numerous briefings explaining the process and have addressed individual employee questions and concerns.”

MTMC employees have been given the option to volunteer for duty at Fort Eustis as part of the streamlining process, she said.

There are four major programs that offer support to affected employees: Priority Placement System, Voluntary Separation Incentive Pay, Voluntary Early Retirement Authority and, if applicable, retraining.

- The Priority Placement Program provides mandatory placement of displaced workers to a vacant Department of Defense job, at their same pay grade or lower, for which an employee is fully qualified. This registration can be offered one year in advance of any adverse action and remains active for up to one year from an employee's separation.

- Voluntary Separation Incentive Pay has been offered at Alexandria, Fort Eustis and some Rail Fleet locations, to

See “Support,” pg. 48



As part of the current streamlining, MTMC employees have been given the opportunity to relocate at the Operations Center at Fort Eustis, Va.

involuntarily separated by organizational changes to date, said Virginia King, Deputy Chief of Staff of Personnel and Logistics. In both cases, she said, the employees turned down an opportunity to work in a different MTMC location. Meanwhile, in 2000-2001, the command reduced its employee spaces by approximately 13 percent. The Centralization of work and the Battalion Evaluation

ees to include an aggressive retraining program for placement into transportation-related fields,” said King.

Now, in 20002-2003, a cut of approximately 250 employee authorizations—or 10 percent of MTMC's work force—will take place effective June 30, 2003. These changes result from the creation of a single, global MTMC Operations Center at Fort Eustis, Va., on Nov. 7. In a related

New mobile operations centers boost efficiency

There will be an enhanced capability to Military Traffic Management Command's short-term port operations in the future.

The first of three MTMC mobile port operation centers is nearing completion. The centers will offer a highly mobile, automated command, control, communications, and information center for transporters.

"A new era has arrived for Military Traffic Management Command port operations," said John Smith, Deputy Chief of Staff for Information Management. "The new mobile port operations centers will mirror the tactical and automated environment of the future.

"We will have robust communications with state-of-the-art security. The increased band width this equipment offers will provide faster information flow."

The centers are contained within two High Mobility, Multipurpose, Wheeled Vehicles, said Smith. The vehicles may be quickly moved and deployed overseas.

The mobile port operations centers will replace several previous ad hoc versions, said Smith. Crew and equipment will both benefit from the center's heating and cooling systems.

MTMC's first center will be fielded at the 597th Transportation Group at Military Ocean Terminal, Sunny Point, N.C., this summer. The two additional centers will be fielded this fall to the 598th Transportation Group, Rotterdam, the Netherlands, and the 599th Transportation Group, Wheeler Army Air Field, Hawaii.

"These are state-of-the-art, secure, command, control, and communications packages," said Lary Marler, information specialist.

"There is a requirement for this equipment," said Marler. "It will provide data and communications capabilities in locations with little or no other infrastructure available."

The mobile port operations centers will include the following systems and capa-



John Smith (left) and Lary Marler discuss center's capabilities.

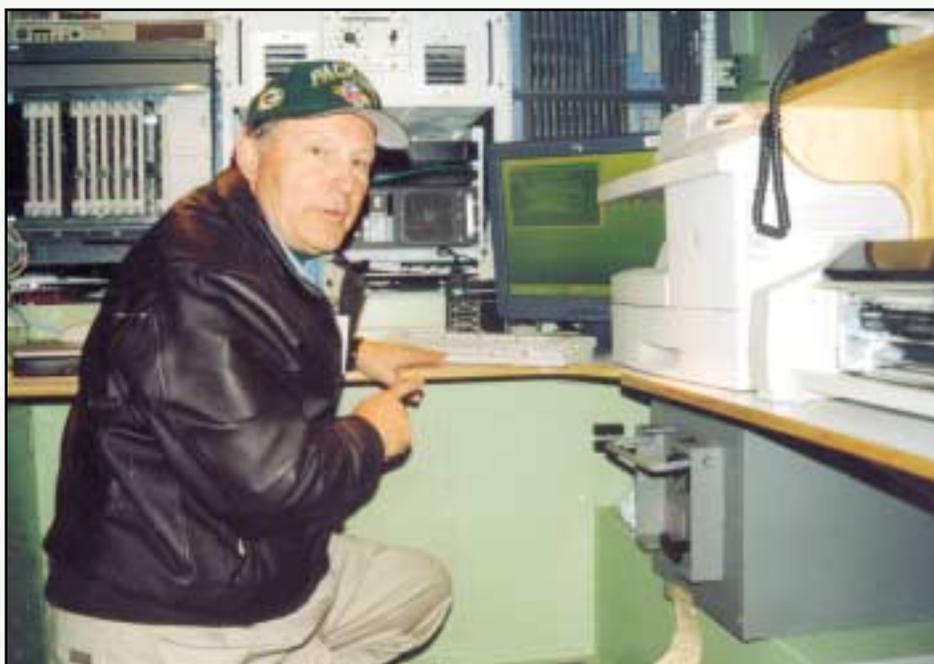
bilities:

- Worldwide Port System
- Integrated Computerized Deployment System
- Dual-use voice and data satellite communications
- Secure voice and facsimile capability
- Defense Messaging System
- Printers/copiers/scanners
- Satellite News Networks/Armed Forces Network

The mobility and technology of the center make it state of the art, said David Cornelissen, a six-year Navy veteran.

"Being an old military man, I can appreciate the communications features the center brings to the working commander in the field. Absolutely, this is MTMC's global reach in fast-breaking situations."

Not affected by the introduction of the new centers will be MTMC's existing deployable port operations centers. Constructed of an expandable shipping container, these centers will be retained for extended long-term traffic management missions. 🌐



Dave Cornelissen reviews checks equipment capabilities.

MTMC seeks commercial transportation solution

Military Traffic Management Command has taken the first step in a dramatic shift in the way it uses automation.

The Army command held a presolicitation conference April 30, in Alexandria, Va., in search of a systems integrator to provide a Surface Transportation Management System commercial solution for various automated transportation systems. MTMC seeks a solution, which has been tested and validated in commercial transportation, to replace its Global Freight Management and Integrated Booking System software. The software will be incidental to the services provided and will allow for fully integrated software that can communicate seamlessly with other transportation automation.

“MTMC hopes to have a contract award within six months, and a new system developed within one year of the conference,” said Maj. Gen. Kenneth L. Privratsky, Commander.

“This is a big deal for us,” Privratsky told representatives of as many as 35 commercial firms expressing interest in the pending request for proposal.

“For years, we’ve had scores of employees working on dedicated systems. Many were quite good.

“The problem is they were stovepipes that didn’t talk to each other. We have to achieve an end-to-end solution.”

The procurement of the Surface Transportation Management System is currently MTMC’s most important acquisition action, he said.

“I’m interested in an off-the-shelf product with demonstrated commercial



Presolicitation conference for Surface Transportation Management System draws interested vendors.

Other systems that may be reviewed in the future include the Worldwide Port System, the Transportation Operational Personal Property Standard System, and the Group Operational Passenger System.

“Over the years, we’ve developed stovepiped systems to fit separate transportation business processes. We need to better leverage technology to keep pace with our business partners,” said John Smith, Director, Deputy Chief of Staff Information Management.

“MTMC systems are not presently integrated, so it’s hard to develop a complete automation solution for our customers and industry partners.”

The selected system must comply with U.S. Transportation Command’s Corporate Data Environment and the Joint Technical Architecture of the Department of Defense, said Smith.

MTMC is receiving process review support from the Logistics Management Institute, of McLean, Va. 

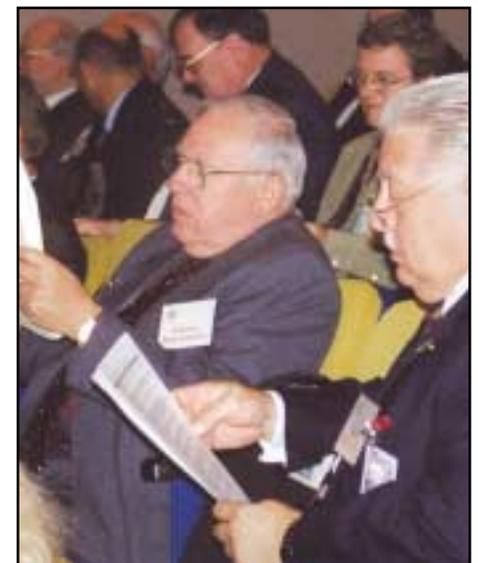


success.”

The Global Freight Management System is used for domestic freight shipments, while the Integrated Booking System is used for ocean freight movements. The presolicitation conference April 30 will be the first of others, said Frank Giordano, Deputy Principal Assistant Responsible for Contracting.

“This is a huge initiative for MTMC,” said Giordano. “This is the first of a series of conferences with industry, and we will continue to have more meetings as we replace more of our legacy systems.”

Would-be vendors study MTMC’s draft request for proposal.



DoD needs 'innovative logistics,' advises former LMI Chief



Innovative logistics is essential for a transformed military, says retired Gen. William G.T. Tuttle, Jr.

Adjustment to change is one of the biggest challenges confronting logisticsians today, according to retired Army Gen. William G.T. Tuttle, Jr.

"It is a leadership problem at all levels—we've got to help people change," said Tuttle, who recently retired as President and Chief Executive Officer of the nonprofit Logistics Management Institute, of McLean, Va.

"The toughest problem is the cultural change," said Tuttle. "You've got to talk, show and review—over and over again."

Tuttle made the remarks April 18 at the monthly meeting of the Washington, D.C., chapter of the National Defense Transportation Association.

"We have to look at new ways of doing business," said Tuttle, referring to Army Transformation efforts. "You are seeking rapid deployment and force agility. You don't want to drag around a lot of stuff."

The solution for the military, suggested Tuttle, is "innovative logistics." Within this concept, Tuttle listed four components: Innovative technology, innovative

processes and organizations, innovative management, and cultural adjustment.

Innovative technology is a key to the future movement of logical processes, said Tuttle.



"The revolution in logistics is in the technology," said Tuttle. "Data has to be continuously shared knowledge. Lots of people need to know."

New technologies allow logisticsians to synchronize deployments with ever-changing campaign plans, he said.

"The actions at the drop zone change," said Tuttle. "The campaign plan changes. Innovative technology allows you to minimize the footprint, yet maintain readiness."

Innovative processes and organizations mean developing "end-to-end supply chains," said Tuttle.

"The (military) services don't do very well in integrating industry into the process," he said.

Logistical organizations should be constructed to support processes, said Tuttle, and not the other way around.

Innovative management encourages innovation, he said.

"You want a decision-making organization, not a debating society," said Tuttle. "An integrated process team is a good way to do it."

Do not be afraid of risk, he said.

"If you wait for something to be certain," said Tuttle, "you wait forever."

Finally, Tuttle said that cultural adjustment is the biggest challenge of all. It often negatively affects other elements of change. All levels of management must support change.

"You have to trust people to do the right thing," said Tuttle.

Tuttle is a former Commander of the Military Traffic Management Command's Eastern Area Command, in Bayonne, N.J., from 1979 to 1982. His last military assignment was as Commander of the Army Materiel Command, 1989-1992, a period that encompassed Operation Just Cause in Panama and Operations Desert Shield and Desert Storm in Southwest Asia. 

Analyst's hunch boosts cut in customer wait time

Lee Strong looked at the statistics and decided they did not look right.

So he recomputed the Strategic Distribution Management Initiative data on surface shipments to the geographic combatant commanders.

Strong's hunch was right. The 20-percent average reduction in customer wait time for surface transportation in February—when rounded off—was actually 21 percent.

By his own inquisitiveness, Strong upped the MTMC gain in surface freight shipments an extra percentage point.

"This was totally a team effort," said Strong, who specializes in supply chain traffic management in the U.S. Pacific Command.

The added one percent is just another indication of the enormous success the Military Traffic Management Command has had in speeding shipments to customers through the Strategic Distribution Management Initiative.

While the average time required for global surface shipments in 2000 took 49 days, in February the rate plunged to 39 days—a record 21-percent drop.

"We've already had some good drops in customer wait times with the Strategic Distribution Management Initiative," said Frank Galluzzo, the Director of the Distribution Analysis Center. "Now, for February, we've hit a record of 21 percent reduction worldwide—and we're absolutely delighted. This success means we will just redouble our efforts!"

Many MTMC initiatives are assisting in the reduced customer wait time, said Galluzzo. The initiatives include: putting cargo on the first available ship sailing, preparing advance documentation,

speeding one-time-only contract awards, and using direct bookings of containers with ocean carriers.

"A lot of the flexibility within the

"We achieved the 21-percent reduction because we had cuts in each of our five individual, supported combatant commanders' areas," said Strong.

"We cut at least a day off the 2000 baseline in February alone," said Strong. "The smallest cut we made was one day; the largest was 22 days. Our goal is continued excellence in our traffic management responsibilities."

The one-day cut in customer-wait time was achieved in U.S. Central Command, said Strong. The 22-day cut was achieved in Joint Forces Command.

Great credit should go to the supply and transportation workers in the supply chain to the combatant commanders, said Galluzzo.

"They've earned the credit for this record-breaking achievement," said Galluzzo.

To date, the success of the measure in reducing customer wait time, in order of freight volume to the supported combatant commanders, is the following:

In U.S. European Command, the 49-day customer wait time baseline has been cut three days, to 46 days, for a seven-percent improvement.

In U.S. Pacific Command, the 48-day customer-wait time baseline has been cut 14 days, to 34 days, for a 28-percent improvement.

In U.S. Central Command, the 66-day customer-wait time baseline has been cut one day, to 65 days, for a one-percent improvement.

In U.S. Southern Command, the 47-day customer-wait time baseline has been cut nine days, to 38 days, for a 19-percent improvement.



Lee Strong predicts that additional cuts will be made in customer wait times for military freight in the combatant commanders' geographic regions.

Universal Services Contract is providing us dividends," said Galluzzo.

The Strategic Distribution Management Initiative is a joint effort by U.S. Transportation Command and the Defense Logistics Agency to speed worldwide military freight shipments. Cuts in customer wait time have been achieved in all the combatant commanders' geographic regions, said Lee Strong, a MTMC coordinator of the Strategic Distribution Management Initiative.

See "Analyst's hunch," pg. 50

MTMC Strategic Plan 2002 turns strategy into action

This is the third of a three-part series on MTMC's 2002 Strategic Plan.

Strategic Plan 2002 is providing the vision and strategy that will direct the movement and direction of the Military Traffic Management Command for the next five years.

The plan is in two portions. Section I, discussed in last month's TRANSLOG, outlines the strategy needed to reach new organizational goals to ensure MTMC is the "provider of best value, end-to-end surface transportation solutions: Any time or place, on time ... every time." To that end, the plan calls for instituting measurable enhancements in five imperatives: Customer support, readiness, operations, information dominance and people.

Section II is the working blueprint and guide for the MTMC employees facilitating the plan who will transform the strategy into operational objectives. To achieve desired ends, each imperative has a champion and supporting



Section II of the 2002 MTMC Strategic Plan provides working guidance to the stakeholders in the document's execution.

architects who will use metric measurements as benchmarks and guides to reach the desired objective. As an example, the operations imperative has a "champion," or key leader, in Navy Capt. Kevin Walter. He is supported by a multi-directorate team of "architects," or key facilitators: Greg Sweetland, of the Operations Center; Col. Patty Hunt, Deputy Chief of Staff of Passenger and Personal Property; Michael Meneghini, of Transportation Engineering Agency; and Reuben Bangan, of Deputy Chief of Staff of Resource Management.

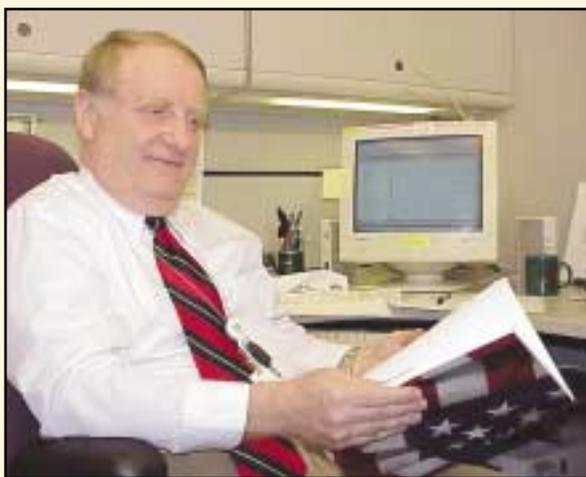
This team, similar to others in the other four imperatives, will use a balanced scorecard of objectives, definitions, measures and initiatives linked

to the objectives and imperatives in Section I. Metrics found within the scorecard's "measures" are then used as a means to communicate—not control—efforts to achieve the desired imperative's outcome. As an example, the champion and architect working the operations imperative have three objectives: Enterprisewide process improvement, leveraging of commercial capabilities & solutions, and dynamic end-to-end traffic management. The balanced scorecard can be more easily explained by choosing one of the objectives and analyzing it with its definition, measures and initiatives. The objective enterprisewide process improvement is defined as, "Continually review, assess and improve enterprisewide

processes to meet customer requirements and ensure a most effective and efficient organization." The measures for this objective include a process improvement index of percentage reductions in: process time, process cost and damage claims. There are two initiatives identified to achieve these measures: One, Establishment of a review council to define, coordinate and measure enterprise wide strategic process improvement initiatives; and Two, Implementation of activity-based costing management. The balanced scorecard will transition the strategy of Section I, via behavior and performance, into operational objectives.

Section II of MTMC Strategic Plan 2002 details the execution in a matrix of naturally flowing, and mutually supporting objectives, definitions, measures and initiatives. It is the action plan of the

See "Strategic Plan 2002," pg. 50



Coordinator David Jones correlates measurements to determine success of the MTMC Strategic Plan 2002.

After-action reviews:

MTMC Intranet offers operational insights

The 950th Transportation Co. recently saw a lot of transportation activity. Members of MTMC's Bremerhaven, Germany, unit put almost 1,000 pieces of Kosovo peacekeeping cargo on nine different vessels over a 60-day period.

Department of Agriculture requirements were met during the loading sequences which took place between Oct. 15-Dec. 15.

"We make every attempt to collect input as we go along," said Steigerwald, "writing up comments when the issue is

on it," said Capt. Anthony Aquino, former coordinator of the MTMC's Lessons Learned Program. "It cited specific hurdles that the 950th Transportation Co. had to overcome and the ways that they did so. We sent this information in various forms to several different places including U.S. Transportation Command, Center for Army Lessons Learned, and other MTMC commanders."

The lessons learned will be used in other ways as well, said Aquino. MTMC Operations Center action officers such as Capt. Larry Earick and Capt. Jeffrey Mozingo will be briefed on the lessons learned so they can have the information readily available in planning conferences and exercise after-action reviews. The information will also be shared with the U.S. Army Transportation School.

The database was constructed with the help of Debbie Turner, David Richardson, Steve Lord and Lissa Jordin, said Aquino.

The lessons learned program will expand in the future, said Capt. Steve Riley, the incoming program manager. A keyword search function will soon be functioning on the site.

"We are going to continue to pass Joint Unit Lessons Learned on to agencies outside MTMC and foster improvement in all facets of joint deployment operations," said Riley.

The lessons learned program has the following points of contact for submission: the 597th Transportation Group: Capt. Kari Garner, (910) 457-8336; the 598th Transportation Group: Capt. William Peel, DSN (314) 362-2341; the 599th Transportation Group: James Staeger, (808) 656-4620; and all other units: Riley, (757) 878-7661. 



M88A1 tracked recovery vehicle is steam cleaned in 950th Transportation Co., operation in Bremerhaven, Germany.

Maj. Robert Steigerwald, Commander, asked members of his unit to see the mission in an added dimension: Capture the lessons learned for an effective after-action review.

"I try to submit every after-action review comment that I receive," said Steigerwald, "removing any complaints to reveal the valid, salient point of the submission."

There were numerous lessons learned as unit members performed weekend and holiday duty and ensured all U.S.

fresh in our minds. The entire team provides input, good and bad, and ways of either overcoming an obstacle or implementing a new way of operating."

The 15 lessons learned by Steigerwald's unit, on topics ranging from cargo documentation to railcar loading, are among 150 Joint Unit Lessons Learned that are now available on the MTMC Intranet, under "Lessons Learned."

"We were very excited to get this after-action review and wanted to take action

PowerTrack use increases for MTMC carrier payments

All transportation carriers of domestic military cargoes for the Military Traffic Management Command are now paid by PowerTrack automated software.

In a period of three years, MTMC has instituted PowerTrack payments as a requirement for all freight shipments, said Tom Hicks, coordinator.

“This is an incredible achievement,” said Hicks. “It pays the carriers promptly and provides us a treasure trove of transportation data. We absolutely would not have had the success with this initiative without the full support of the military services, defense agencies and our industry partners.”

In the last fiscal year ending Sept. 30, PowerTrack paid \$1.1 billion in MTMC transportation charges based on 2.7 million transactions. Currently, there are 550 participating MTMC transportation carriers. The largest category is 430 trucking firms. Other carriers include: Barge, 25; pipeline, 20; rail, 20; and

ocean, 15.

Not included in the PowerTrack payments are personal property carriers for MTMC’s household goods shipments.

PowerTrack is an automated payment system of USBank, in Minneapolis. For a sliding fee of 1-2 percent, depending on contract award, carriers are paid within several days for their shipments. USBank, in turn, is reimbursed by the Defense Finance & Accounting Service.

“The automated payment system has been well received by our carriers,” said Hicks. “This includes truck, rail, barge, air, pipeline and ocean carriers. Our transportation partners receive their charges promptly and move on to other business. They don’t get involved in the process of seeking reimbursement from the Defense Finance & Accounting Service—which, in the past, was sometimes lengthy.”

MTMC mandated PowerTrack payments for its military cargoes in the fall of 2000. Within a few months, said



Sue Wright, of the Fort Campbell Installation Transportation Division, checks scanner data on a rail move.

Hicks, most carriers switched to the USBank payment system. In the year that followed, additional carriers were added.

“We’re at 100 percent today,” said Hicks.

MTMC carriers are positive about their PowerTrack experience.

“With only a few exceptions, CSX Transportation’s experience has been outstanding,” said Jon Meyer, Senior Account Manager. “We’re often paid in less than the three business days as provided for in the agreement. Compared to

See “PowerTrack,” pg. 51

Rail is used to move a 101st Airborne Division (Air Assault) task force from Fort Campbell, Ky., to the National Training Center. All domestic freight moves are now paid by PowerTrack automated software.



MTMC supports Marine LOTS operation in Qatar

By Maj. Robert Russell
Executive Office
831 Transportation Battalion

For the Military Traffic Management Command, our involvement in Qatar's first Logistics Over-the-Shore operation began with a phone call.

The call went out to Capt. John Kotzman, the Commander of the Qatar Detachment, on March 4.

The defense attaché for the U.S. Embassy, Qatar, requested assistance from the 831st Transportation Battalion, Bahrain, Southwest Asia, in Operation Eastern Maverick.

Now in its third year, the operation is a rigorous exercise involving a U.S. Marine task force and the Qatar military. In all, three Navy ships would be involved—the U.S.S. Pearl Harbor, the U.S.S. Bonhomme Richard and the U.S.S. Ogden.

With the operation beginning in two days, we got right to work.

One of our key missions was planning and facilitating the redeployment through the port of Mesaieed. This included the prior movement of some 200 vehicles to Camp As Sayliyah for steam cleaning.

When Kotzman got a plan together, the Marines were so impressed by its detail and completeness, that they incorporated him into the development of the beach-head concept of operations for logistics and timeline.

Kotzman's excellent networking contacts with local military and civilian officials was invaluable.

The operation began March 6, when the Marines and their equipment arrived at



Capt. John Kotzman inspects Landing Craft Air Cushion used in Logistics Over the Shore operation.

the port of Mesaieed, via Navy landing craft utility vessels and amphibious assault vehicles, shuttled from the Ogden.

This Logistics Over-the-Shore opera-

brought their equipment in convoys to the port for washdown and overnight marshalling. We began a Logistics Over-the-Shore operation the first thing next morning.

In a separate operation, called Eastern Washdown, beginning March 26, the three ships anchored in stream and discharged more than 200 vehicles via Landing Craft Air Cushion to a beach head six kilometers south of Mesaieed.

The vehicles went to Camp As Aayliyah for steam cleaning and were then returned to ship.

The operation ended April 4, when the last of the vehicles was returned to its ship and the Marines steamed away. 

This Logistics Over-the-Shore operation was the first of its kind in Qatar.

tion was the first of its kind in Qatar. Over the next 14 days, the Marines performed joint training with the Qatar military in the Northern Training area.

We began assisting the redeployment of forces March 19. The Marines

Summer surge expected to

Service members moving in this spring-summer's high personal property move period may be getting a break this year.

Military and trade officials say the number of household goods shipments may not be as large as it has been in the last two to three years. Fewer moves mean a less hectic schedule for personal property firms and their equipment and

By Don Dees
Public Affairs Specialist
MTMC Alexandria

summer surge.

"We have a large number of people graduating from schools this summer," said Jolie Lay, Chief, Personal Property Division. "There are a lot of folks com-

While some schools may have a higher volume of students to move this summer, other issues may lessen the load during this year's peak season.

"Stop Loss will likely keep our numbers down," said

Cullen Hutchinson, who works as the Deputy to the Deputy Chief of Staff for Passenger & Personal Property.

The Army Personnel Command has reported that 2,800 soldiers are currently ineligible for separation due to Stop Loss. Soldiers in that group, who would have been separated, would have been granted a final shipment.

Military households account for roughly 10 percent of the moves carried out by professional moving companies each year, according to industry estimates. That makes MTMC the movers' biggest customer.

"We're competing with Corporate America for movers," said Hutchinson.

Half the industry's \$7 billion in annual



people. Typically, this translates into an easier move for service members and their families.

"No one knows what to expect, really—but we don't think the volume will be as heavy as last year," said Terry Head, President, Household Goods Forwarder's Association of America, Inc.

Roughly half the annual average of 500,000 personal property moves managed by MTMC occur between May and August.

World events are making it difficult for transporters to pinpoint the number of Department of Defense household goods moves that will be made during this

ing out of Leavenworth this year."

As an example, the Army's Command and General Staff College, Fort Leavenworth, Kan., will graduate about 1,100 mid-grade officers this summer.

"Right now, the place is jam-packed with moving vans," said Bob Kerr, of the Fort Leavenworth Public Affairs Office.

Trucks are parked along streets and around cul-de-sacs across post, said Kerr.



o be **SLOW** this season

revenue comes from the busy four-month period.

“A major corpo-



ration might move 1,000 people a year at most,” said Hutchinson. “That’s a gnat’s eyelash to us. Belvoir moves more than that alone.”

The personal property moving office at Fort Belvoir, Va, handles moves for service members throughout the National Capital Region, of Washington, D.C.

Due to the low volume of corporate moves, MTMC will not be vying against the private sector for experienced carriers this year, said Head.

When corporate move volume is heavy, carriers rely more on casual labor to support the surge, and this year there will be more experienced movers available for military shipments, said Head. The temporary-hires brought in most summers have a higher instance of claims against them, said Head. With fewer temps, there should be fewer claims.

While a slower season may mean less revenue for the carriers, it means more quality for customers.

The Personal Property Division at MTMC sends a message to installation transportation offices each year, reminding transporters of methods to alleviate some surge-related burdens.

The official message provides a certain degree of latitude in normal procedures, said Lay—allowing installations to book carriers that might otherwise be considered too expensive. Other suggestions include hiring more summer help.

Transportation officers are also reminded from the message to encourage customers to start their shipment plans as soon as they receive orders.

For service members and defense employees, there are tips available in Army Pamphlet 55-2, “It’s Your Move,” available online at http://www.usapa.army.mil/pdffiles/p55_2.pdf.

The publication includes tips—such as packing small, valuable items to hand-carry to the new duty station.

“It’s Your Move” also lists items that may not be shipped as household goods. Live animals and building materials are among these items.

The pamphlet outlines customer responsibilities as well. Items for shipment must be removed from attics and crawl spaces, because movers are not required to enter areas where they can not stand upright.

Besides the military publication, customers can get advice from commercial sources.

The Website of the American Moving and Storage

Association can be found at <http://www.moving.org/>. The main page has a link to the organization’s customer handbook, and other links with tips on moving fragile or special possessions.

The association is a group of moving professionals committed to providing quality household good shipments.

The Household Goods Forwarder’s Association of America is an organization of movers working in close cooperation with the Department of Defense to improve service member moves. Their Website is <http://www.hhgfaa.org/>. 



Industry partner improves rails to Sunny Point terminal

By Robert Korpanty
Senior Civil Engineer
Transportation Engineering Agency

When ammunition is shipped by railroad to and from the Military Ocean Terminal at Sunny Point, its journey includes a five-mile section connecting the main line with the Army's own tracks.

Now, as a result of industry partnership, that section of track has been improved and upgraded. The owner of the track, CSX Transportation, performed the upgrade to improve defense readiness conditions. The rail line is a critical connection leading to the North Carolina terminal between Leland and Navassa.

The railroad installed continuous welded rail and new track ballast, and upgraded many of the road crossings along the line. The work was completed in November, without disruption to ammunition shipments. Continuous welded rail, often called ribbon rail, is a 400-foot section of steel rail that does away with the periodic maintenance of tightening and replacing bolts on jointed rail.

"We are very pleased with the work CSX Transportation has completed on its track," said Bassam Mansour, installation engineer.

The railroad initiated some line upgrades earlier in 2001 that included the installation of an additional 500 new cross ties. As part of its Railroads for National Defense mission, agency engineers asked the Federal Railroad Administration's Office of Safety to inspect the upgraded track.

The line met minimum standards. Engineers representing all three organizations, however, wondered how the all-important track could be upgraded further. They reached consensus that the replace-

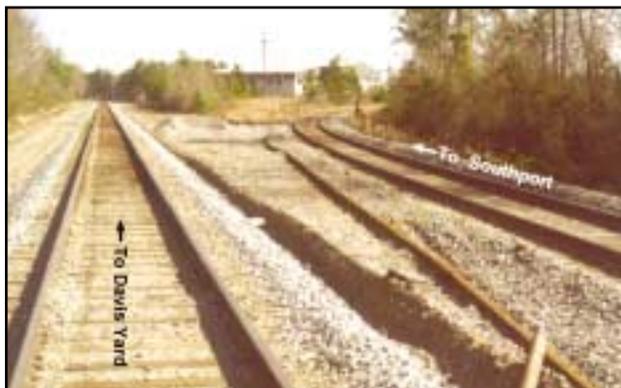


Rail movement of ammunition cargoes is a critical component of 597th Transportation Group operations at Military Ocean Terminal Sunny Point.

ment of the line's 39-foot rails with continuous welded rail would be an improvement. To meet economic considerations, recycled ribbon rail was recommended. CSX Transportation completed the work after a positive exchange of letters between Maj. Gen. Kenneth L. Privratsky,

MTMC Commanding General, and Michael Ward, the President of CSX Transportation.

For 26 years, the Transportation Engineering Agency has administered the Railroads for National Defense Program on behalf of the Department of Defense,



Industry partnership has led to upgraded rail and crossing on a five-mile branch railway line serving Military Ocean Terminal Sunny Point.

U.S. Transportation Command and the Military Traffic Management Command. The program helps assure military access to the nation's commercial railroad network. The agency works with each service headquarters to define civil rail requirements.

In partnership with the Federal Railroad Administration, agency engineers develop the Strategic Rail Corridor Network and its connectors using traffic density and safety maintenance data. The SRCN is the minimum rail network required to deploy and supply United States military forces. 🌐

Railway operations are an integral part of the movement of ammunition cargoes to the 597th Transportation Group, at Southport, N.C.



Paris bound ...



A MTMC flatrack had a special load when it was loaded on the Lykes Navigator on May 14 in Norfolk. The Family of Medium Tactical Vehicle is bound for the celebrated Paris Air Show. MTMC moved the truck by train from Oshkosh, Wisc., and then ocean carrier to Antwerp on behalf of the Tank-automotive and Armaments Command. The vehicles are manufactured by Oshkosh Truck Corp.

MTMC draws praise of Okinawan Mayor

When a recent letter from the Mayor of Okinawa was published in "The Stars & Stripes," everyone at the Military Traffic Management Command battalion at Naha reacted with pride.

"I would like to specifically address my deepest appreciation for the U.S. Army on Okinawa's consideration in providing us limited access to and use of the Naha Military Port to support our local and prefecture-wide festivities and events that have such a large economic impact upon our day-to-day lives," said Mayor Takeshi Onaga, in a letter to Gen. Eric K. Shinseki, Chief of Staff, U.S. Army.

Onaga singled out praise for several Army officers, including Lt. Col. Joyce DiMarco, Commander, of MTMC's 835th Transportation Battalion. News of the letter was also carried on Armed Forces Network Pacific, which is available to the Japanese public on Okinawa.

"It was a good shot in the arm to keep us going through an incredibly busy week," said DiMarco, referring to a busy schedule with cargo move-



Mitsuo Gima (left), Mayor of Urasoe City; talks with Lt. Col. Joyce DiMarco, Commander, 835th Transportation Battalion; and Haruhiro Arakawa, of Daiichi Koun Co., LTD.



ments and force deployments.

In his March 25 letter, Onaga said he regarded the Army as a community member of the island.

"They (Army leaders) genuinely understand the situation in Okinawa and diligently

persist in efforts aimed towards developing relationships with local Okinawan people and graciously support various community events sponsored by Naha City. We look upon the U.S. Army on Okinawa as our community member and would like to continue this good relationship."

In addition to his compliments to the American military, Onaga also expressed condolences and sympathy to the United

Lt. Col. Joyce DiMarco, Commander, 835th Transportation Battalion, talks with Akira Nakagushi. Sgt. 1st Class Anthony Harbison is pictured at rear.

States for losses in the Sept. 11 terrorist attacks.

The letter of support is also noteworthy for its praise of the American military presence on Okinawa. The sub-tropical island, the largest American military base in the Far East, is home to 26,000 American service members and their families. In recent years, several incidents involving service members have led to full-scale protests by Okinawa residents demanding closure of the military bases.

Onaga said the presence of the American military is a contributing factor "to the stability of Asia today."

"I fully understand that the majority of your service members stationed on Okinawa are working hard to maintain a great relationship with us," said Onaga.

The letter made a positive impact in the 835th. Over half the work force of the battalion is composed of Okinawan citizens.

"We received a lot of praise and congratulations," said DiMarco. "The letter complimented the battalion for the community support the Naha City Council has received over the past two years."

"The Army on Okinawa is especially happy with Naha Port support," said DiMarco.

"I feel it is important for us to support community leaders and various cultural events."

The cultural experience of an Okinawan assignment is also important to Maj. Vince Thompson, Executive Officer.

"It's an education for all of us," said Thompson. "We get the chance to intermingle with the local national community and experience local culture. It is pleasing to see that our involvement in local events helps set the example for all forces on the island."

Community relations are a top priority of the MTMC terminal commander, said Lisa Clark, Administrative/Supply Officer.

"I'm not surprised that the Naha City Mayor wrote a letter to the Secretary of the Army praising the Naha Military Port and our Commander, Lieutenant Colonel DiMarco," said Clark. "She's made community relations one of her top priorities. I've often heard her say, 'We are one team.'" 

Faster ocean shipments ...



Distribution Analysis Center action officers hosted reporter Chris Gillis, of "American Shipper" magazine, for a story on the Strategic Distribution Management Initiative. The joint U.S. Transportation Command and Defense Logistics Agency initiative has cut MTMC ocean shipments an average of 15 percent worldwide. Pictured here are Gillis (left), Ruth Tetreault and Curtis Moore. The interview took place May 6 at MTMC Headquarters in Alexandria, Va.

Tough training challenges 840th for future missions

When the trains start arriving in Constanza, Romania, we will be ready. We will soon be at the receiving end of a 10th Mountain Division task force—900 pieces of cargo, returning from a Kosovo peacekeeping mission.

For the transporters of the 840th Transportation Battalion, Izmir, Turkey, it is our first Kosovo Force mission and our first time working in Constanza. Our deployment support team will include members of the 598th Transportation Group, Rotterdam, the Netherlands; the 953rd Transportation Co., in Piraeus, Greece, and the 1179th Deployment Support Brigade, Fort Hamilton, N.Y.

To ensure we are ready, we have conducted a rigorous simulation exercise April 16-18, which included such transportation tasks as port area management, stowing, documentation and force protection. Our stow planners and port operators will know exactly where each piece of cargo is to be staged, even before the ship arrives.

The simulation exercise was critical advance training. A remote site would have offered realism, but our Izmir office provided force protection and allowed the accomplishment of some daily missions.

For realism, we reduced the number of available phones and developed a sequence of operations meetings and reporting requirements.

Our documentation and stow planners set up their Worldwide Port Carry Away System, as well as the Integrated Computerized Deployment System. Our docu-

**By Capt. John Myhre
Port Operations Officer
840th Transportation Battalion**

mentation specialists then took the import manifest, converted it to export, and crosschecked it against the database in TC-AIMS II—a first for the battalion.

Earlier, Matt Parrott, from CDM Technologies, the design firm of the Integrated Computerized Deployment System, had spent two weeks instructing our marine cargo specialists on

advanced techniques. Cengiz Koc, our cargo staging chief, used the system's generic ship program to build a simulated staging area.

To practice documentation, we developed shipping labels and scanning requirements—all with the challenge of nuclear-biological-chemical equipment. We used color-coded 5x7-inch cards to depict different types of equipment. We then used logistic marking labels on each to simulate their movement in a port loading operation.



Osman Gonen (foreground) and Tarkan Koncuk wear nuclear-biological-chemical protective garments while they work.

For added realism, Parrott also acted as the Military Sealift Command representative. He worked with our marine cargo specialists on space requirements and port characteristics.

It was up to Osman Irim to use the Integrated Cargo Booking System generic ship program to create a stow plan.

“The simulation exercise was great,” said Irim. “I learned a lot about working as a team and about the responsibility of being the lead stow planner.”

As the loading portion of the exercise began, we added a nuclear-biological-chemical challenge to the exercise. Unit members were forced to don protective gear in reaction to an alarm. This was one of many scenarios presented to the team to challenge their efforts.

Other simulated challenges included labor problems, missing diplomatic clearances, stolen sensitive items, and non-manifested hazardous material. The exercise boosted skills and knowledge, said Osman Gonen, a cargo documentation specialist.

“The simulation exercise forced us to use resources and skills we’re not accustomed to using on a daily basis,” said Gonen.

Three days later, we stood down and conducted an in-depth after-action review of the lessons learned. Our exercise was over and our goals were accomplished.

“You can bet Murphy will be there,” said Lt. Col. Bill Gibson, Commander. “That’s why we train—to find out where the problems will be, and then to solve them before they creep up on us.

“This was by far the most realistic simulation exercise I’ve ever been involved in.

“I am extremely proud of our team’s serious approach to the exercise.”

The training will be of great value in the deployment support training exercises in Romania and later, in August, in Jordan, Gibson added.



Exercise participants include: Osman Gonen (left, seated), Husseyin Tartar, Mehmet Akyildiz, Maj. Mary Harkin (left), and Sgt. 1st Class Louis Cass.

We had two visitors of note. Air Force 1st Lt. Cristin L’Esperance, Public Affairs Officer, 425th Air Base Squadron, visited the unit April 18 to drill unit members on several public affairs scenarios. Maj. Gen. Craig Hackett, NATO’s Deputy Commander Joint Command South East, visited us on his first training inspection of the 840th.

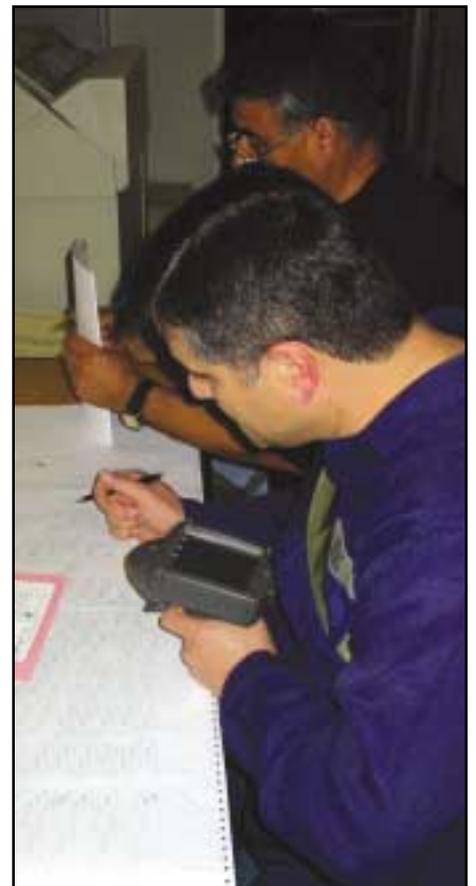
Sgt. 1st Class Louis Cass kept our exercise going without interruption.

“This was the first time Major General Hackett had seen the 840th doing its job in a training environment,” said Gibson.

“He was impressed with our professionalism, our teamwork, and the capability we bring the warfighter.”



Huseyin Tartar (foreground) and Osman Gonen conduct simulated cargo loading.



Korean exercise tests post-discharge process

Far from his home assignment in Hawaii, strategic planner Jim Staege tests military planning in the distant Republic of Korea.

“I need these coastal security updates translated into Hangul (the written Korean language),” said Staege, as his fingers race across the keyboard to add final details to the Combined Forces Command brief.

It is still early morning at the Combined Seaport Coordination Center at Pier 8 in Pusan, Korea, but the operations temp picks up at once.

Staege’s details add to the simulated, combined/joint command post exercise scenario that is unfolding.

Updated information must be added to the daily brief for the Combined Forces Command staff—which is scheduled in 15 minutes.

Staege, of the 599th Transportation Group, Wheeler Army Air Field, Hawaii, is one of 60 detailed soldiers and civilians working in the Combined Seaport Coordination Center during the March exercise. MTMC’s 837th Transportation Battalion provides the building and some of their Korean Army Augmentees, who provide interpreter skills for the exercise.

The exercise tests the ability of transporters to perform the critical steps of Reception, Staging, Onward movement and Integration for incoming cargoes—

critical force projection capabilities. The exercise coordinates combined seaport and sealift operations and provides

By Lt. Col. Ronald Jakovac
Assistant Chief of Staff, Operations
599th Transportation Group



Above and lower left: Exercise co-chairpersons Col. Lee Kye-sung and Col. Bill Landon discuss exercise progress.

insights on operational issues.

Teamwork is the key to the exercise’s success, said Col. Peter J. Gitto, the Commander of the 599th Transportation Group.

“Through integrating our trained and ready professionals into the exercises,” said Gitto, “we improve joint and combined interoperability—as well as increase the U.S. Pacific Command’s ability to enhance regional cooperation.



Lt. Col. Ronald Jakovac presents force protection brief to Combined Seaport Coordination Center staff.



The exercise allows both the United States and the Republic of Korea to use stevedores, equipment, port facilities, coastal shipping and other assets to ensure throughput of cargo, said Gitto. The 599th Transportation Group also participates in 10 or more similar exercises with Pacific Rim nations every year.

Participants said the exercise, involving 7,000 military and civilian personnel, was of outstanding value.

“Besides executing battle-focused training directly related to our Mission Essential Task List, we also helped define Military Traffic Management Command’s role as the Single Port Manager in the Pacific Command,” said Col. Bill Landon, an Army Reserve augmentee serving as a co-coordinator of the exercise.

The exercise was concentrated in two areas: Conducting thorough seaport analyses when considering vessel operations, and dominating information flow.

“I believe the Combined Seaport Coordination Center was successful on both counts,” said Landon.

The operation’s success was echoed by his Korean counterpart, Col. Lee, Kye-sung, Commander, Republic of Korea Port Operations Group.

Lee, who recently served a tour with the Combined Forces Command, Seoul, Korea, had high praise for participants’ enthusiasm and cooperation.

The diverse mix of transportation experts included some special participants—Korean augmentees to the U.S. Army.

“They (the Korean augmentees) enabled the U.S. staff to engage in dialogue with their Korean counterparts,” said Lt. Col. Larease Mims, an Army Reserve augmentee.

“The constant dialogue is the crux of what this combined staff is all about.”

Exercise participants represented the Republic of Korea Army, the Republic of Korea Navy Harbor Defense Command, the Korean Ministry of Maritime Affairs and Fisheries, the 8th U.S. Army, the Military Sealift Command, and the 599th Transportation Group. 🌐

Commander starts thousands in race

Maj. Gen. Kenneth L. Privratsky is used to leading a large Army organization. Recently, he led an entire city.

Privratsky served as the celebrity starter for 45,753 runners at the 26th Bloomsday road race in Spokane, Wash. May 5.

“U.S. Army Maj. Gen. Ken Privratsky waved the quilted flag to symbolically start the race, then fell into formation with 120 Army recruiters and ROTC

name was selected by race founder Don Kardong as a joining of Spokane’s favorite flower and a word with distinctive meaning in the James Joyce novel *Ulysses*.

“The real story is the people,” said Privratsky. “When you see more than 45,000 people engaged in a collective activity, it’s truly inspiring. Several runners carried American flags honoring the nation’s crisis. They got cheers among the spectators along the entire race course.”

Top winner in the elite men’s division was James Koskei, of Kenya, who ran the course in 34 minutes, 25 seconds.

Top runner in the elite women’s division was Colleen de Reuck, of Boulder, Col. De Reuck finished the race in 38 minutes, 53 seconds.

Special honors went to runner Dana Gaber, of the Spokane Valley. When she became the 24,481st person to cross the finish line May 5, she became

the annual run’s one-millionth overall finisher in its history.

Among Gaber’s prizes was the red, white, blue and lilac quilted starter’s flag—created by Chris Mewhenney, of Fairfield, Wash.—that was waved at the starting line by Privratsky.

“It’s totally cool,” Gaber told Spokesman-Review.com reporter Adam Lynn. “I’m blown away.”

Gaber has competed in 13 of the last 15 Bloomsday races. This year’s race included participants from 45 states, the District of Columbia, the Virgin Islands, and numerous foreign countries. 🌐



Maj. Gen. Kenneth L. Privratsky started Bloomsday race and led Army runners. More than 45,000 runners participated in the Bloomsday race in Spokane, Wash., May 5.

members from Eastern Washington and Gonzaga universities,” stated a news article in the May 6 Spokesman-Review.com.

Privratsky, a 1969 graduate of Eastern Washington University, received his Army commission from the ROTC program there as well.

Privratsky led the runners on the 12-kilometer (7.46-mile) race course through light rain and gusty winds. The temperature hovered at a bracing 45 degrees all morning.

The Bloomsday run is one of the largest road races in the country. The

Vintage cargo ship still carries the freight

Among the assortment of vessels gathered for the start of the latest leg of the Volvo Ocean Race off Annapolis, Md., was a vintage ship from another era.

The Liberty Ship John W. Brown carried more than 400 race and history buffs to the starting point of Leg 7 of the

around-the-world sailing race April 28. On the oceans of the world today, Liberty ships are an anachronism. There are only two left. The Liberty Ship

Jeremiah O'Brien is in San Francisco. Both vessels are operated as living museums—with all-volunteer crews.

Many will say that Liberty Ships won World War II. There were 2,710 of the ships built at 18 shipyards during the conflict. The Liberty Ships, built in an average of 30 days, carried two-thirds of all cargo the left the United States during World War II. The Liberty Ships each could carry about 10,000 tons of cargo—the equivalent of 300 railroad cars.

The ships were the primary means of transporting the goods and equipment of the "Arsenal of Democracy," as coined by President Franklin Roosevelt, to the distant military theaters of the global conflict.

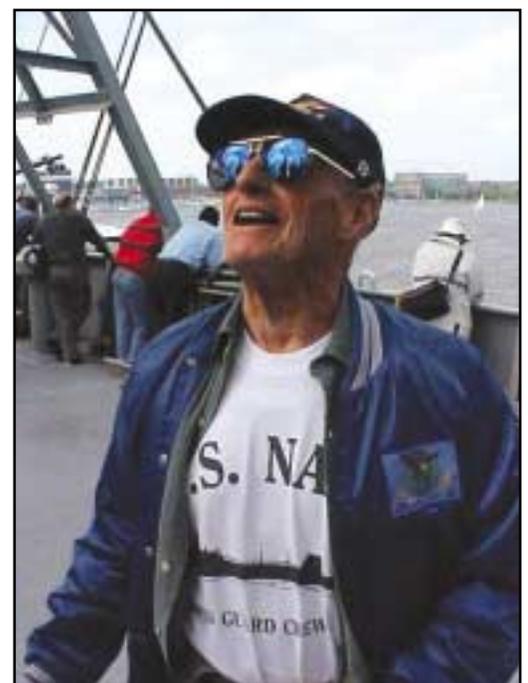
Some 200 of the Liberty Ships



Ready about ... Hard alee!

"They sailed past clusters of moored destroyers, under the shadow of carrier flight decks, past battleship quarterdecks. Everywhere, amazed spectators gathered at ships' rails."

- "Away All Boats"
By Kenneth Dodson



Above: George Macey says his toughest duty was refueling missions on the Arctic Circle. Left: The Liberty Ship John W. Brown cruises on the Chesapeake Bay. Right: Tom Gross remembers World War II duty.



The ASSA ABLOY cruises by the John W. Brown for a closer look. The sailing vessel, captained by Englishman Neal McDonald, is ported in Stockholm.

were lost to enemy action, accident or storm during the war. Hundreds of Liberty Ship members were among the 7,000 Merchant Seamen and 1,800 U.S. Navy Armed Guards that were lost in the conflict.

The John Brown made nine voyages in World War II, and then four immediately afterward. These days, things are different. A large part of military cargoes is handled by commercial ships managed by the Army's Military Traffic Management Command.

The Volvo Race was the 47th trip voyage the John Brown has made as part of Project Liberty Ship, of Baltimore. Nostalgia buffs and sailing race fans watched the contemporary Chesapeake shoreline—and listened to old-timers who were in the fight again.

Tom Gross, 76, stares from the fantail of the John Brown at picturesque cottages and brightly colored sail boats. When World War II ended in August 1945, 20-year-old Tom Gross was on convalescent leave at his parent's home on Long Island. He wanted to go to New York City's Times Square to celebrate. His mother urged him to remain at home, which he did. Gross, just past his teenage years, was a world

traveler. He had been an Armed Guard on numerous ships and sailed in both Atlantic and Pacific waters.

"We sailed all over," said Gross. "Kwajalein, the Solomons, and all over Europe. Mostly, I was on tankers that sailed alone at high speed."

In the heat of the South Pacific, Gross shortened his cot, and squeezed it under the ship's stern gun mount in order to sleep in comfort. After the war, Gross worked in performing maintenance at power plants. Today, he is retired and living in Reading, Pa.

George Macey, 81, had a similar wartime career. He remembered one trip when his ship had turbine problems and came into the Navy base at Bayonne, N.J. Cranes and lumber were lined up to perform necessary, high-speed, repair.

After more than fifty years of service, John W. Brown rests quietly at Baltimore berth.

"They started to repair the ship as soon as we came in," said Macey.

A short time later, Macey's ship was taking on cargo in New York Harbor.

Looking back, Macey said the escort vessel refueling missions his tanker ship performed on the Arctic Circle were most memorable.

"I spent 11 months working along the Arctic Circle, working out of Iceland," said Macey, who said he later appreciated missions to the warmer climates of

See "Vintage cargo," pg. 51



Ship's history spans over half a century

From the laying of the keel, to final shakedown, it took a total of 56 days, and \$1.75 million, to build the John W. Brown.

The 441-foot vessel was the 62nd Liberty Ship built by the Bethlehem-Fairfield Shipyard, in Baltimore. John Brown had a top speed of 11 knots. Based on British plans, the vessel was modified to conform to American practices and to make full use of mass production methods.

Beginning in September 1942, the vessel made 13 voyages for the military. John Brown's first voyage was to the Persian Gulf. The vessel then became the first, of what would eventually be

220 Liberty Ships, converted to "limited capacity troopships." For the majority of the war, the John Brown was used to ferry Allied troops, and even German prisoners, among ports in North Africa, Italy and Southern France. Following the end of the war, the ship made four additional voyages.

From 1946 to 1982, the vessel served as a floating high school in New York City for students interested in a maritime career. With the school's closing, the ship was towed to the U.S. Maritime Administration's James River Reserve Fleet, in Newport News, Va. John Brown was towed to Baltimore in August 1988 to become part of Project Liberty Ship.

Army-Reserve Partnership

Transporters provide hands-on deployment skills

When an Army Reserve unit requested sealift deployment training from MTMC's 599th Transportation Group, it was logical that the request ended up on the desk of Carlos Tibbetts.

At the Wheeler Army Air Field, Hawaii, headquarters, and at his former operations job at MTMC Headquarters, the veteran traffic management specialist has a reputation for mastering organizational detail and training. If that is not enough, Tibbetts is a retired Army Reserve lieutenant colonel.

Tibbetts coordinated a mobilization training exercise May 5 that was a win-win scenario for both the 599th and the 322nd Civil Affairs Brigade, Fort Shafter Flats, Hawaii.

Members of the 599th Transportation Group got hands-on refresher training on staging unit equipment for sealift movement. Meanwhile, members of the 322nd received valuable deployment training.

"This type of outreach is vitally important to ensure smooth cargo movement portside," said Tibbetts. "The Reservists convoyed their vehicles and equipment to a simulated seaport in a ready-to-load state, including proper documentation. If they have to deploy in the future, they'll be ready."

For many Reservists, this was their first exposure to sealift deployment, said Lt. Col. Peter Hunker, a 322nd civil affairs officer. More than 60 soldiers and 10 High Mobility, Multi-Purpose, Wheeled Vehicles—loaded with unit supplies and equipment—convoyed to Wheeler Army Airfield for the exercise.

Donning bright orange safety vests, hard hats, and steel-toed boots, Sgt. 1st Class Duane Davis, Sgt. 1st Class Darryl Wassum and Staff Sgt. Sisi Fuluvaka, transportation NCOs at the 599th, directed the loaded vehicles to the staging area that had been cordoned off with white engineer tape. The objective of the mobilization exercise was



Traffic management specialists Samuel Ames (left) and Carlos Tibbetts brief Army Reservists on scanning military shipping labels.

to train and assess the troop's ability to do a 100-percent loadout of their equipment and supplies on unit vehicles for an overseas deployment, said Tibbetts.

In unison with 599th traffic managers, unit members used checklists to inspect equipment for problems involving maintenance, hazardous materials, and proper loading. Members of the 599th conducted briefings and demonstrations on documentation and scanning.

For the Reservists, the exercise was a valuable refresher, as the brigade is required to be capable of deployment within 24 to 72 hours.

The exercise was valuable experience for Spc. Melanie Carlos, a brigade member who trains just one weekend a month and two weeks a year.

"I definitely learned a lot about pre-deployment requirements," said Carlos, who noted the importance of detailed coordination among deployment participants.

The training received enthusiastic responses from commanders of both units.

"Today's training helped us better prepare to meet our contingency requirements," said Col. Brian Bowers, Commander, 322nd Civil Affairs Brigade.

Bowers' MTMC counterpart agreed.

The exercise was an excellent way to reach out to MTMC customers, said Col. Peter Gitto, 599th Commander.

"By providing training that develops a ready, responsive, and deployable Reserve component," said Gitto, "our soldiers and civilians also benefited by honing their own skills in single port management and ocean terminal operations."

Operations officers from both commands are already discussing plans to conduct a simulated deployment by strategic sealift for the brigade's mobility exercise training requirement next year.

Following the hands-on portion of the exercise, participants received briefings on the Navy's Fleet and Industrial Supply Center - Pearl Harbor, and other key players in Hawaii who would support the brigade's deployment mission. 📍

Drill tests deployment procedures, process

By Corenthia Libby
Public Affairs Specialist
MTMC HQ Alexandria

Future Military Traffic Management Command deployments will operate smoother because of a “rock drill” test of operational procedures.

“We’re going to work this until we finish,” said Col. Dennis Faver, Chief, Deployment Operations Division, MTMC Operations Center, Fort Eustis, Va.

Faver led a rock drill test of MTMC deployment procedures recently for approximately 50 action officers. The test focused on checking procedures for deploying war fighters and their equipment from an installation to an embarkation port—and back again. Upon receipt of a deployment warning order from the U. S. Transportation Command, MTMC is required to follow a time-phased sequence of events to set the deployment wheels in motion.

“The primary goal of the rock drill is to improve significantly how we get soldiers and their equipment out of town to whatever hot spot they are needed,” said Faver.

As a result of the exercise, the Operations Center staff will fine tune the command’s

contingency plan and execution/delivery plan, said Capt. Stephen Riley, rock drill facilitator. The team will revise the deployment synchronization matrix that will become part of every action officers’ Battle Book. That matrix includes the roles and functions of the deployment team during a major contingency deployment. When completed, these plans will be coordinated with MTMC Headquarters functional elements in Alexandria, Va. In a future exercise, team members suggested representatives attend from each MTMC terminal.

“We did this drill for the first time just to get the juices flowing,” said Faver, speaking to participants at the exercise site at the Fort Eustis Noncommissioned Officers’ Academy. “The drill helps define the



Sgt. Terrence St. Ann reviews exercise agenda.

processes and serves as a valuable tool to locate our shortfalls, and correct them.”

The exercise was a good way to share operational information and procedures, said Maj. John Aube, Chief, Daily Operations, MTMC Operations Center.

“This very informative rock drill allows us to network, share ideas and resolve issues,” said Aube.

“It’s a chance to understand how each staff element interacts during the deployment process, and the importance of timely port operations,” said Steven Kerr, Chief, Cargo Operations Division, 597th Transportation Terminal Group, Southport, N.C.

Under MTMC’s recently established single, global headquarters command-and-control structure, Kerr’s organization is one of three geographic transportation groups reporting directly to the Deputy Commanding General/Director of Operations.

Faver predicts the exercise will be held annually in order to keep procedures current.

“We’re working to make the deployment process a well-oiled precision system,” said Faver. “Once the command’s streamlining process is complete and new personnel have arrived at the Operations Center, we have to orient them to become part of the deployment team.”

Operations Center participants included Intelligence, Force Protection, Terminals, Safety, Cell Action Officer, Global Distribution International, Global Distribution Domestic, and Single Port Manager. Also participating from MTMC was the Transportation Engineering Agency, Newport News, Va. Outside agencies included the U.S. Transportation Command and Military Sealift Command. 



Lessons learned in exercise will assist MTMC Operations Center deployments.

Back home:

MTMC Reservist resumes his pre-mobilization life

Col. David Smith is back home now.

Smith, who retired after 32 years of military duty on March 7, is among the first of hundreds of Army Reservists working for Military Traffic Management Command to return to the life he had before Sept. 11 terrorist attacks against the United States.

Smith tells an anecdotal tale of the response he has received since returning from military duty.

“My car tag has ‘COL TC’ on it, and that has proved to be very interesting lately,” said Smith.

“I was driving to Charlottesville one Friday, and a car pulled alongside of me and kept pace for a while. When I glanced over after a few minutes, the driver snapped off a quick salute and drove off.

“I’ve had that happen to me several times, as well as having people I do not know blow their horns and wave as they drive past.”

Civilian life is busy for Smith. He just completed a 2,500-mile trip to see a son graduate from college in New Jersey, and a sister-in-law receive a doctorate in Alabama.

Smith works as the Information Technology Leader for the Natural Resources Conservation Service, U.S. Department of Agriculture, in Virginia. Upon his return to his Richmond office, he received a warm welcome.

“Around the office and the state, I am known as ‘the Colonel’ by the people who work with my agency,” said Smith. “That’s been going on for many years. I’ve always gotten a lot of respect from the people here at work for the rank and position I hold in the Reserves.

“I just hope other Reservists will get the

same positive feedback that I’ve had since my return to civilian life. Coming back to work, I found everyone very supportive and appreciative of the effort required for reservists to do their military jobs.”

Smith’s office held a ‘welcome back’ luncheon for him on March 4. Smith had a surprise of his own. He pulled out a

plaque that thanked State Conservationist M. Denise Doetzer and his agency coworkers for their support.

“Although we would’ve loved to have

“ In June 1945 ...

I perched on a cot under a greasy tent at the Seventh Replacement Depot in Naples and pondered deeply on the past and future ... ”

**“Back Home”
By Bill Mauldin**



Coworkers Willis Miller (left) and Pat Paul welcome retired Col. David Smith (right) back to work.

you here working with us,” Doetzer told him, “I personally felt much better, and safer, knowing you and the others were serving in the capacity you were.”

“People I don’t know, who found out I had been mobilized, went out of their way to find me and express appreciation for my service and willingness to give of my time for Reserve duty,” said Smith.

In all, Smith served as Chief, MTMC Operations Center, at Fort Eustis, Va., for six months.

“It would’ve been interesting to have been able to complete a full year there on active duty,” said Smith. “I’m now in the Retired Reserve as a result of my mandatory removal date. I completed five years of service as a colonel and that is the limit.”

Recently, Smith paid another honor to Doetzer in the form of an ‘Employer Support of the Guard and Reserve’ dinner at Fort Lee, Va. Smith’s nomination of Doetzer for a ‘My Boss Is A Patriot Award’ was one of five selected by the organization’s Virginia office for a prestigious State Director’s Award.

“This is a very good program,” said Smith. “It fosters positive relations between employers and employees who are Reservists and seeks to bridge the gap between civilian employers’ needs and the Reservists’ needs to respond to their military organization.”

What about the future?

“I really haven’t had time to think about the future, as my return to work has occupied all my attention,” said Smith. “My agency has a massive undertaking at this time of installing the Microsoft’s Active Directory System on 2,600 servers—each of which will be its own domain to support 45,000 U.S. Department of Agriculture employees nationwide.”

At his retirement party at the Operations Center, Smith received several gifts.

The best, said Smith, came from his wife.

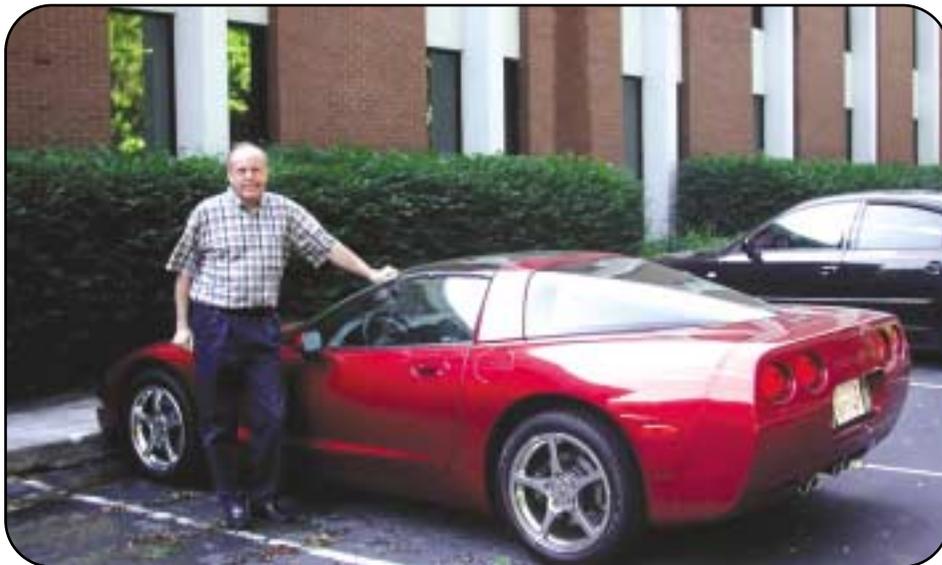
“My wife, Ginger, announced that she had gotten me something I’d always wanted,” said Smith.

“What she bought me was a 2002 Corvette. I’ll have to start practicing looking cool and not getting tickets.”

Smith is Back Home. 🍷

Col. Smith reflects ...

On owning a red Corvette



Retired Col. David Smith poses proudly with his new Corvette.

You might be wondering how one gets his wife to buy him a Corvette. Ever since I was old enough to know about cars, I have always wanted to own a Corvette. I had even gone as far as getting a price quote on one exactly like the one I have now. I told the dealer it was too expensive at this time and thought nothing else of it until they sent me an email telling me it had arrived. They had gone ahead and ordered it anyway, thinking I would buy it. My wife and I drove the car, discussed back and forth, and decided not to buy the car.

We returned home and discussed it some more, and called back 90 minutes later to find out it had been sold.

We decided it was not meant to be. Well, my wife felt it was her uncertainty that kept me from getting the car. At that time, I was commuting back and forth to Fort Eustis, as I was off mobilization orders and performing regular drill days. She was wide awake one Saturday morning for some reason as I was getting dressed at about 5:30 a.m. As she heard me put on my dog tags, she said later, the thought formed in her mind that for nearly 32 years I had been getting up on Saturday mornings, putting on my uniform, and driving anywhere from 50 to 110 miles to duty while others slept in, got up, went fishing, played golf, or whatever, and I deserved to have a Corvette if I wanted one.

She went out that day unknown to me and ordered it. She said that on the way to the dealership, she’d pulled up to a red light and then just drove on while it was red because she was so nervous about doing this. The salesman’s mouth fell open when she walked in and told him she wanted to buy a Corvette for her husband. She noticed he was speechless for a while—then said he hadn’t thought he would ever see her in there again.

The MTMC Operations Center folks had a retirement luncheon for me March 1. She came down to it and brought me a gift. It was a model Corvette—and she then proceeded to tell me what she had done. She immediately got several proposals that if she chose to get rid of me, a number of men would be glad to take my place.

And so it goes.

Col. Smith

Virtual learning helps train hard-charging MTMC unit

These days, our lives are so fast-paced with mission requirements, that our learning has to lean on virtual media.

I am a prime example. Being newly assigned to the 840th just over six months ago, life here in Izmir, Turkey has been at a constant fast pace. I have been deployed to Rijeka, Croatia, as part of a Serbia Force deployment support team, and will go out again on an upcoming mission to Constanza, Romania.

My toughest mission for the 840th, however, was at home station. My commander, Lt. Col. Bill Gibson, asked me to create a distance learning/computer-based training program for members of the battalion. We now have a program that allows our people to attend Internet distance learning courses coupled with on-the-job training.

We ask participants to do the following: Enroll and complete a minimum of at least one course, or subcourse, per quarter. If operations tempo is high, we will extend this an additional quarter.

The course should—directly or indirectly—relate to job descriptions or the battalion cross-training program.

Supervisors must also approve each course.

The training NCO must receive monthly

status reports of the instruction. When completed, a certificate is filed in their personnel individual training records and posted on the battalion's individual training matrix.

Our prime-time training is Thursday mornings until noon. We schedule Thursday afternoons, to be used exclusively for

By Staff Sgt. Lonnie Johnson Jr.
Battalion Movements & Training NCO
840th Transportation Battalion

distance learning via Web-based courses. With the nature of virtual learning, however, our people can work on their courses off duty, or even during missions.

Our distance learning courses come from the Fort Eustis Web Based Training at <http://www.transchool.eustis.army.mil/training/web/>. The available courses include strategic deployment planning and unit movement officer planning. You must have an Army Knowledge On-Line account to access this Web address. Once in the site, you go to "Army Wide Announcement," then click on the link for "Army Computer Based Training." This Web site includes such computer-based distance learning courses as Microsoft Certification and Windows. This is a good site for those soldiers and civilians who want to sharpen their computer skills.

Supervisors play a key role in the program. Their oversight ensures selection of courses that will be of prime benefit to our people—and our unit mission.

Several weeks after I started, Gibson approved my plan for implementation. Since then I have briefed it to members of my battalion in a town hall meeting. Later, in separate meetings, I briefed the plan to Maj. Gen. Kenneth L. Privratsky, MTMC Commander; and Col. John Brown, Commander, 598th Transportation Group. Both men were favorably impressed. In fact, each presented me a Commander's Coin.

Privratsky asked me to write an article on the program for TRANSLOG in order to share this program with the rest of the MTMC family worldwide.

So, that is what I have done here. The best compliment to the program is the enthusiasm of our unit members. Everyone, particularly our host nation nationals, embrace the program for its personal and professional values. 🌐



Computer screen displays Web-based training course.



Command secretary Asiye Sisli works with Staff Sgt. Lonnie Johnson Jr. on a distance-learning course.

Industry support ensures success of ship loading

By Maj. Ralph Riddle
Executive Officer
839th Transportation Battalion
Photos by Tim Edwards

Ship's speed was ever so much on our minds in early April as we waited in Rijeka, Croatia, to move the latest peacekeeping task force home from Bosnian duties.

At a normal speed, the roll-on/roll-off vessel Saudi Tabuk would arrive late in the day of April 4. This would force us to load some helicopters in the darkness—and might negatively affect the air movement home of almost 200 soldiers.

Time was critical. We urged the vessel's agent to hasten her arrival to ensure maximum daylight on April 4 for loading helicopters. Meanwhile, we waited anxiously in the warming spring weather and beauty of the Dalmatian Coast. Would we be successful? The vessel was an old friend to members of the 839th Transportation Battalion, Livorno, Italy. We had loaded the ship numerous times.

Meanwhile, there was a separate drama being played out far at sea. The Saudi Tabuk's captain ordered the vessel forward at flank speed—an increase in planned speed from 17.5 knots to something just under 20 knots.

Then, we received good news. Port workers spotted the vessel on the horizon at mid-day, April 4. We had won the race. By 4:30 p.m., the vessel was in berth and upload activities began.

The timely arrival of the ship meant big dividends for the Army. We would have several hours of daylight to safely begin the load of 36 helicopters and the other equipment belonging to the 29th Infantry Division, a National Guard unit

from Virginia and Maryland. All helicopters were loaded before late evening; extra hours would have affected the risk assessment of the helicopter-loading operation—the most sensitive part of the mission. Furthermore, the timely arrival also ensured the 21st Theater Support Command could move its soldiers home on several scheduled Air Mobility Command aircraft.



A 29th Infantry Division helicopter is loaded aboard the Saudi Tabuk.

So we began the loading of the SFOR #10 redeployment of 170 pieces. We had a good ship for the job. Saudi Tabuk is easy to load, with a capable and experienced crew.

As always, we got good help from the supporting Task Force from 21st Theater Support Command, Kaiserslautern, Germany. In particular, I would cite the work of elements of their 95th Military Police Battalion and the 14th Movement Control Battalion.

The soldiers of the 2-502nd Aviation Regiment, detailed from

All containers received a thorough steam cleaning before loading.

Mannheim, Germany, were of great help in getting the helicopters efficiently prepared for movement and shrink-wrapped in protective plastic. DynCorp contractors assisted in getting the aircraft prepositioned to ensure a smooth traffic flow to the vessel's stern ramp.

Among all parties, we had very good communication. We started our traffic management planning long before the vessel arrived in berth. A sense of cooperation and overwhelming support and respect for each other during the redeployment clearly worked to everyone's benefit.

As always, we got support from our port service contractor, JadroAgent. Whether offloading rail cars, staging containers, or providing tie-down crews, JadroAgent occupies an integral part of our port operations effort.

Reflecting back, this is probably the best orchestrated and synchronized port operations the 839th has experienced in Rijeka—and we have done many.

Mission accomplished: Saudi Tabuk departed Rijeka on schedule—bound for Norfolk, Va., and Beaumont, Texas. 📍



Automation, strategies keep MTMC in contact

By Dr. Denis Van Langen
MTMC Operations Center

Creative information management strategies and software are assuring the Military Traffic Management Command of the seamless operation of its twin headquarters elements.

The distance between the Operations Center staff at Fort Eustis, Va., and the headquarters staff at Alexandria, Va., is not a factor, due to our flexible, well-distributed information management infrastructure. We have pursued the goals of enterprisewide standards and responsive information processing systems. This effort has culminated in a world-class global communications and information-sharing environment.

Centralization and standardization have been the business drivers for our strategy.

As MTMC has evolved, information management has always remained focused on the future challenges. New and innovative technologies have been required for such initiatives as third-party logistics, the total supply



Automation is transforming MTMC cargo documentation. Cpl. Kim Da-no, of the 837th Transportation Battalion, Pusan, Korea, scans a barcode label.

chain, direct-vendor delivery, time-definite delivery, and contractor logistics support.

The command's new Operations Center provides real-time information on operations and has introduced entirely new information-sharing requirements. The information management approach to meeting the command's information needs has been to use Department of Defense and industry

standards—and to obtain some of the best commercial hardware and software systems available.

Four themes of our information dominance include: Reliable communications, integrated and comprehensive approaches, modeling and simulation, and knowledge management.

The backbone of the MTMC communications architecture is the Non-Classified IP Router Network, or NIPRNET, on the unclassified side, and the Secret Internet Protocol Router Network, or the SIPRNET, on the classified side. These Department of Defense standard communications networks are the workhorses of MTMC's data communications, and keep the various MTMC offices in constant contact.

Augmenting these capabilities are special-purpose, point-to-point circuits for continuity of operations requirements.

These circuits also provide a linkage to the Internet for communication with commercial customers. Within the MTMC offices, there is increased use of fiber optic technology and gigabit network protocols, which provide office backbones capable of sharing information at such incredible speeds as one billion bits per second.

To effectively manage this complex, distributed information technology environment, MTMC relies upon the Computer Associates Unicenter enterprise management system. This system provides real-time reporting of equipment status, warning of critical events, software delivery to the desktop,



Radio frequency transmitter is visible in MTMC move of 1st Cavalry Division equipment to Fort Hood, Texas, from Bosnia.

equipment management, and problem intervention capabilities.

For example, should a problem arise on one of MTMC's monitored server computers, the system administrators are directly paged or e-mailed an alert and given the option of immediately initiating a recovery.

This enterprise management capability is currently being installed throughout the command.

Another leading-edge technology is the Vehicle Tracking System. This technology features a Global Positioning System, and uses a combination of cellular and satellite technology to pinpoint instrumented vehicles virtually anywhere in the United States.

Vehicle location, speed, direction, and operational data is displayed using the Intelligent Road-Rail Information Server, created by the Transportation Engineering Agency.

This server and the tracking system are currently in use in our Operations Center.

Equally important to MTMC's use of leading-edge technology is the ongoing emphasis on improved ways of doing business.

Driven by the need for greater economy and performance, we are looking carefully at commercial alternatives to standard business systems.

Our first adoption of commercial systems was in the financial area.

The Oracle Federal Financial System is being installed with the full cooperation of the Defense Finance and Accounting Service. This system will enhance our ability to perform cash management while at the same time making the financial data more readily available.

A key example of our interest in commercial off-the-shelf solutions is the Surface Transportation Management System initiative, intended to replace both the Global Freight Management system and the Integrated Booking System. STMS will aid the command in establishing an integrated, end-to-end surface transportation capability.

As these commercial-off-the-shelf systems are adopted, MTMC business prac-

tices will be revised to take advantage of the new capabilities and opportunities for cost savings.

We predict the future will include the following information management initiatives:

- Elimination of single points of failure to improve communications reliability.
- Incorporation of BlackBerry handheld devices for e-mail.
- Use of encrypted virtual private networks for secure unclassified communications.
- Use of wireless handheld devices for data sharing.
- Increased use of automated identifica-

tion technology.

- Voice input for operations status reporting.
- Increased use of digital radios for secure voice
- Incorporation of collaborative technologies for improved communication and real-time problem solving.
- Use of thin client technology to reduce the equipment footprint and allow multi-level security.
- Establishing a voice over IP secure phone network.
- Use of portable secure wireless networks. 

MTMC begins shipment of Strykers to Army field units

The first Stryker Interim Armored Vehicles are being shipped to Army units.

The Military Traffic Management Command is shipping the new family of combat vehicles by commercial truck carriers to receiving units at Fort Lewis, Wash. The vehicles are being shipped from manufacturing facilities in Anniston, Ala., and London, Ontario.

The 19-ton, eight-wheeled vehicles require special expedited permits for oversize loads, said John Piparato, Chief, of MTMC's Domestic Surface Distribution Division.

"We requested the assistance of more than 20 states to help expedite the permit process," said Piparato. "This provided us three different routes. MTMC declared these shipments

as 'Essential to National Defense,' and the feedback from the states was overwhelmingly positive, patriotic and supportive."

The request for MTMC transportation support came from the Tank-automotive and Armaments Command and the Defense Contract Management Agency.

As of May 21, four Strykers had been shipped to one of the Army's new Interim Brigade Combat Teams at Fort Lewis, said Piparato. Seven more are en route. Team drivers are being used to expedite movement.

"Our first deliveries are averaging 52 hours," said Piparato. "This is a true example of the industry-government-military partnership in time of crisis."

The cooperation between local government agencies in getting the oversize permits was extraordinary, he said.

"We are writing notes of appreciation to the transportation departments of all 20 of those states," said Piparato.

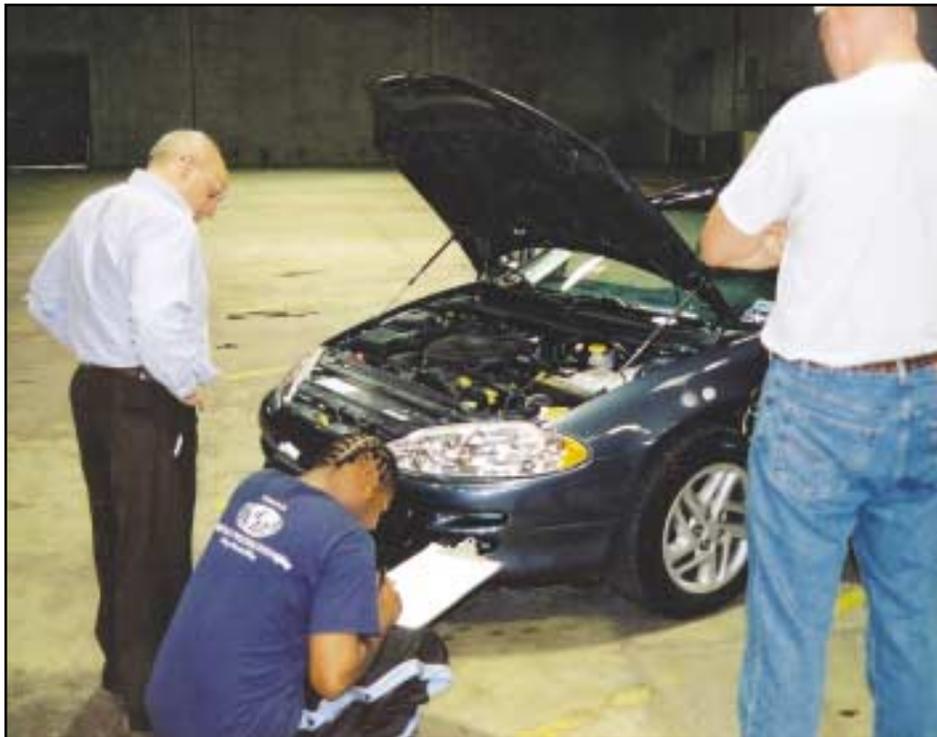
The first Strykers are among more than 600 that will eventually be shipped to Fort Lewis, said Brian Ridgway, project officer. The Strykers are the Army's first new armored vehicles in 18 years. The Army has a \$4 billion contract with the joint venture team of General Motors and General Dynamics Land Systems Defense Group LLC that calls for the production of 2,100 Stryker vehicles in the next six years. 



Stryker vehicle awaits shipment from Anniston Army Depot, Ala., to Fort Lewis, Wash.

New MTMC program:

Service members' POVs eligible for long-term storage



Bill Antonelli (left), Vice-President, American Auto Logistics, Inc., observes operation of Dallas Vehicle Processing Center.

Military service members ordered to overseas assignments where they are prohibited from taking a personal vehicle may now take advantage of a new Military Traffic Management-sponsored storage program.

Since May 1, MTMC offers long-term vehicular storage for eligible service members' headed overseas. The new program will be administered by American Auto Logistics, Inc., the contractor that runs MTMC's Global Privately Owned Vehicle Contract, said Charlie Helfrich, Chief, Privately Owned Vehicle Storage Branch. An average of 75,000 privately owned vehicles move via the contract annually.

"The contractor has provided high-quality service under the contract since it began in 1998," said Helfrich. "We expect this level of service will now continue to be offered as a customer-focused privately owned vehicle storage service to military service members."

Previously, there was no standard stor-

age system for privately owned vehicles. Service members made use of a variety of storage programs and policies, which varied by military installation.

Under the new program, service members may leave a vehicle for storage at any of 39 vehicle processing centers worldwide. Other transfer points include Department of Defense and American embassy vehicle processing centers. American Auto Logistics will store the vehicle until the service member returns from overseas duty. Owners may maintain complete visibility of their vehicles via the firm's Web site www.wherismypov.com. Information on the centers and other aspects of shipping a privately owned vehicle are available at www.mtmc.army.mil.

"Our contractor will maintain the operating condition of all stored vehicles, in accordance with recommendations of the vehicle manufacturer," said Helfrich.

Other contract provisions include:

- Single point of contact,
- Claims settlement within 45 days, and
- Streamlined settlement of small claims.

"We are delighted to offer this additional benefit to the Nation's service members," said Bill Antonelli, Vice-President. "This provides them with a uniform method for long-term storage of their personally owned vehicles."

For additional information, contact your nearest installation transportation office, or American Auto Logistics at (845) 783-6279. 



Vehicle processing center in Dallas is one of 39 facilities which will support MTMC's new storage program.

Maritime Day 2002 honors legacy of Merchant Marine

Capt. John Trimmer was too young to serve in World War II—but that did not stop him from serving as a Merchant Marine sailor in three armed conflicts.

“I did not apply myself well at school,” said Trimmer. “I went out and found myself a job on a tug boat.”

Trimmer, 75, from Baltimore, was one of five Merchant Marine veterans honored May 22 in a National Maritime Day Ceremony at the U.S. Navy Memorial, in Washington, D.C. Trimmer was cited by Maritime Administrator Capt. William Schubert, for having served in three conflicts—the Korean War, the Vietnam War and Operation Desert Storm.

As the years went by, Trimmer usually found himself on tug boats, but he increasingly served at higher ranks. In the Korean War, he was assigned to a troop carrier that made runs between West Coast ports and Korea.

Over 20 years later, Trimmer was in the Vietnam War. His most memorable experience in the conflict was shepherding four barge loads of cargo from Cam Ron Bay to other American ports along the South China Sea.

“We felt we had a job to do,” said Trimmer. “We did not have time to think about the danger. It came with the job.”

When Desert Storm came, Trimmer had 14

years of experience as a pilot and was getting ready to become an instructor at the Maritime Institute of Technology and Graduate Studies, Linthicum Heights, Md. Asked to go to sea, he joined a cargo ship as Chief Mate. He made one shipment from Oakland, Calif., to Saudi Arabia. In the war zone, Trimmer said the vessel was used for several inter-region ammunition shipments.

Other honorees included Capt. James Parese, the operator of a New York Harbor ferry, who voluntarily evacuated people from the city following Sept. 11

By Mike Bellafaire
Command Historian
MTMC Headquarters

“I did not apply myself well at school. I went out and found myself a job on a tug boat.”

-Capt. John Trimmer

terrorist attacks.

Attendees of the ceremony heard Rep. Duncan Hunter urge a more robust American Merchant Marine.

“We used to have thousands of American ships,” said Duncan, Chairman, Merchant

Marine Panel, House Armed Service Committee.

“We must resolve to rebuild the industry. We need to flag American, manned by Americans serving on American-built ships.”



Capt. John Trimmer and his wife, Esther, reflect at the U.S. Navy Memorial.

Tall ships visit MTMC port



In what may be MTMC's biggest community relations' event ever, some 40,000 Okinawan citizens visited the 835th Transportation Battalion's Naha Military Pier on May 8-11. Some 42 tall ships from 16 countries participated as part of the World Tall Ship Festival. The festival is part of the Sail Osaka Race from Hong Kong to Osaka, Japan, which includes a visit in Okinawa. Members of the 835th opened the pier to the community for public tours aboard the ships and other festivities celebrating the event.

Support

Continued from pg. 17

reduce involuntary separations. So far, 26 employees were approved for the program. In the earlier reorganizations, MTMC approved 20 employees for this program.

- Voluntary Early Retirement Authority is an additional management

tool that may be offered in this reorganization.

- Retraining has, in some cases, allowed impacted workers to be re-assigned to other vacant positions—as their work skills allow.

“It is important that employees keep informed as to the programs available to them,” said Cathy Cherney, Personnel Management Specialist. “This includes

maintaining an accurate and updated resume. Employees can look online for assistance with resume development at www.cpol.army.mil and link into the Army's Resume Builder.

“It's a partnership. We're here to assist employees with these programs, but they must work with us—participation is essential for successful transition to new employment opportunities.” 

MTMC's direct booking initiative expands in scope

The direct booking of ocean carrier shipments via the Web is fast becoming more and more popular among MTMC customers.

The General Service Administration is about to rapidly boost the number of its direct booking ocean shipments.

At a Distribution Analysis Center work session May 13, General Service Administration officials said they will expand direct booking to two more of their largest centers. Direct booking will begin from the Burlington Township, N.J., and the Stockton, Calif., distribution centers this summer, said Bill Darter, Traffic Manager of the GSA's Federal Supply Service Office of Supply, Arlington, Va.

"We're looking at 50 to 80 containers a week from the two centers," said Darter. "These containers will be booked to the next ship."

Booking containers on the first available ship is one of the hallmarks of the Strategic Distribution Management Initiative, which seeks to speed military freight shipments.

MTMC plays a big role in the surface freight movements within the joint U.S. Transportation Command and Defense Logistics Agency initiative. Before the initiative started, a large quantity of MTMC shipments missed one, and sometimes two, ship sailings.

Direct booking has its own speed. What formerly took 30 minutes now takes five on the Web.

General Service Administration began its direct booking participation Oct. 1 with its mid-Atlantic region located in Washington, D.C.



PWC Consulting's Richard Marinucci provides overview of MTMC direct booking program.

"The meeting showed that there was a strong consensus on the proposal between MTMC and its customers," said Curtis Moore, a Distribution Analysis Center action officer.

MTMC's immediate goal is to have 80 percent of ocean shipments booked directly via the Web, said Moore.

"The Integrated Booking System would still be available for 20 percent of the small shippers to use," said Moore.

"Direct booking gives customers control over bookings. They can book, change and cancel orders quickly."



MTMC began a direct booking test March 1, 2001, with pilot transactions between CSX Lines and the Defense Supply Center Philadelphia, a component of the Defense Logistics Agency.

Since then, additional carriers and customers have been added. MTMC customers performing direct booking of their ocean shipments include: the Defense Depot San Joaquin, the Navy Exchange Service and the Army and Air Force Exchange Service.

In fiscal year 2001, there were 1,100 direct booking transactions, totaling \$4 million, which involved four carriers and six shippers.

"This brings the General Service Administration into the same process as defense users and shippers," said Thomas Hicks, MTMC's project director.

"This is one of many efforts MTMC is taking to get out of the middle between customers and carriers."

Stow planning

Continued from pg. 13

The scanners interface with the documentation software, which interfaces with the stow-planning software, said Williams.

"That gives us a pretty good picture," said Williams. "Then we tweak manually to match it perfectly."

Each piece of cargo is plotted on the software by model and serial number, said Chambers. The method guarantees accuracy and accountability.

"By doing this process, we get it perfect each time," said Chambers.

The idea is that the customer or other units can look at the finalized stow plan and know exactly where each and every piece of equipment is stowed, said Messervy. With that knowledge, the discharge can be accomplished smoothly.



Soldiers' praise



Command Sgt. Maj. James Morgan shows off his new Command Sergeant Major's Coin. Morgan presented one of his first coins May 10 to Col. Victoria Leignadier, departing MTMC Headquarters, Alexandria, Va., for assignment as Commander, 598th Transportation Group, Rotterdam, the Netherlands. "I develop a new command sergeant major's coin wherever I go," said Morgan. Previously, Morgan has developed coins in assignments in Korea and Germany. Photo by Angela Aguero

Analyst's hunch

Continued from pg. 21

In U.S. Joint Forces Command, the 56-day customer-wait time baseline has been cut 22 days, to 34 days, for a 39-percent improvement.

"We've harvested some of the easy gains, but we still see a lot of fruit on the tree," said Strong. "We're still looking for additional opportunity."

The initiative will be fine-tuned in the future," said Strong, who provides data to the 599th Transportation Group, Wheeler Army Air Field, Hawaii, for coordination with military customers in the Pacific Command region.

"Data obtained from the Distribution Analysis Center will be used to compare and contrast work in the different combatant commanders' regions," said Strong.

"We will make further improvements, which will pay the Department of Defense big dividends—not only in time, but also in money."

The work, said Strong, is among the most gratifying he has accomplished in his 24 years of MTMC service.

"You help the customers; you help the taxpayers. What more could you want?" asked Strong. 

Strategic Plan 2002

Continued from pg. 22

strategy.

Most MTMC employees will not directly work with Section II. A detailed product subject to recurring changes, Section II will mainly be used by champions, architects and others who are closely involved in the plan's workings. Frequent updates and revisions are anticipated for Section II. As a result, the material has been placed in an electronic format on the MTMC Intranet to allow for efficient updating.

Instead of a disjointed approach, Section II melds MTMC's mission, vision and strategy into a coherent set of

objectives and performance measures. It links metrics to provide details of MTMC outcomes. Because of the matrix depiction, the scorecards will make the ideas visible and comprehensible to all MTMC employees.

The balanced scorecard is the key element of Section II. The scorecard provides a roadmap for MTMC on every imperative. It assigns responsibility, sets the target, lists measurement data. It details the people, missions and timelines for which initiatives are to be met in support of reaching imperatives. The scorecard of Section II is designed to identify tasking and financial costs in the attainment of the MTMC visions.

Continuing communication is an essential part of a successful execution

of MTMC Strategic Plan 2002. It is of greatest importance that all MTMC employees have a clear understanding of the plan and their own role in the development and attainment of its desired outcomes. Leaders have a crucial role to keep their teams informed. Conversely, timely and accurate information from all MTMC employees will assist with the attainment of the plan's goal.

We have had previous strategic plans. Now, however, we have a plan that will challenge us to change the way MTMC does business. It goes much further.

We will adapt these changes to MTMC in a rational, synchronized and measured process. Section II and its metrics of success will bring the strategic goals of Section I to fruition for MTMC. 

LMSR load

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1182nd Transportation Battalion, Charleston, S.C. The Reservists conducted their two weeks of annual training in support of the mission.

The size of the load was not the only challenge facing the transporters of the 841st.

The Army's Combat Equipment Group-Afloat, the agency that generates the equipment list and requirements for pre-positioned equipment, pushed the date ahead for the upload, said Bryan Brock, Port Supervisor of the group.

The time allotted for the mission was also compressed, said Chambers. Combat Equipment Group-Afloat asked the 841st to complete the load in five days. Similar missions have been allotted as many as nine days. MTMC accomplished the loading from April 8-13.

"We had to move up our annual training a bit to accommodate the change in the dates, but we had planned so well in advance that it didn't affect much," said Maj. Van Price, Mission Officer in Charge for the 1182nd.

Dahl, a Military Sealift Command vessel, is transporting the cargo to Diego Garcia, where it will remain as part of the Army Prepositioned Stock Program for possible use in contingency missions.

The record load received praise from Theresa DeLucia, of MTMC's Transportation Engineering Agency, Newport News, Va.

"As far as I know," said DeLucia, who has studied the vessel design with the intent to increase the vessel's carrying capacity. "This is the largest load ever put on a Large, Medium-Speed, Roll-on/Roll-off ship. This really shows the versatility and superior-loading capability of the ships.

"What other ships could accommodate 76 heavy equipment transporters and 70-ton semi-trailers. I had a chance to look at the final stow plan and I have to agree with Lieutenant Colonel Selby, that he has a great crew working for him." 

PowerTrack

Continued from pg. 24

the 'paper environment,' which often took upwards of 70 days, this is a real cash flow benefit for CSX Transportation."

Landstar trucking was equally supportive.

"Landstar is pleased with the performance of PowerTrack, especially with the speed we're being paid, and the ease of working with the shippers in dispute resolution," said Dave Larson, Vice-President, Government Transportation

Services. "Our only complaint is that government agencies other than the Department of Defense have not adopted Power Track as their billing and payment system."

The use of PowerTrack represents labor cost savings for Maersk Sealand.

"The number of manhours required to manage the military contract revenue

has decreased significantly," said Tony Nowotarski, Director, Government Marketing. "More importantly, the length of time it takes to receive payment has reduced dramatically from an average of 45 days to an average of 4.5 days.

"It is a revolutionary initiative."

PowerTrack is one of the most successful parts of Management Reform Memorandum #15, said Hicks. The Department of Defense initiative seeks to implement commercial practices within the transportation system in lieu of government-unique or military-unique systems or processes.

The payment system was approved by the Department of Defense in February 1999. As of March 31, 2002, Government Bills of Lading may no longer be used for invoicing domestic freight shipped by the Department of Defense. 

Vintage cargo

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the Pacific Ocean.

Along the way, Macey returned to his father's nursery business in Glen Burnie, Md. He did not stay long.

"It was the same old plow and the same old mule," said Macey. "I was so glad to get home but I was in the doldrums within two to three weeks."

Later, Macey went back to school under the GI Bill. In later years he made his living in the heating, ventilating and air conditioning business.

It is all quite fascinating to Kathy Bauer, of Saginaw, Mich.

"I have been to a lot of museums," said Bauer, "but it all comes alive on the John Brown. The stories the veterans tell are never really chronicled in history books."

Her husband, Bill, agreed.

"This is a voyage in history on a contemporary course," said Bauer. I came many miles for this opportunity—I would certainly come a great many more if I had too."

Gray skies, mist and rain shroud the John Brown's voyage to the Volvo start. Water drips from overhead wires and structure and seeps into hatchways. Minutes before the sailing race start, the mists even cover the top of the Chesapeake Bay Bridge starting line. Then, it is precisely 1 p.m. Like gray ghosts, the Volvo yachts surge across the starting line headed south. The next stop for these eight magnificent sailing machines is an ocean away.

Aboard John Brown, spectators watch the swift sailing boats with awe and fascination.

Later, on the homeward voyage, the sun comes out. Ship's members pour from cramped compartments and companionways. Wet weather gear comes off and warm canvas-covered sailing hatches become a community park. Sailing on a sunlit sea is a joy. 

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